



THE WEIGHT OF LEADERSHIP

What 40 Years of People Development Has Taught Me

NEVER SETTLE

Not for getting people promoted. Not for teaching the mechanics. Not for leaving them alone with the weight.

We Celebrate the Rise

SUCCESS

They deliver.

PROMOTION

They earn it.

EXPECTATIONS

They inherit them.

**But do we prepare them
for the WEIGHT?**

Never settle for teaching only the mechanics of leadership.

What Gets Heavier?

01 DECISIONS

Less certainty. More impact.

02 ACCOUNTABILITY

More responsibility. Less control.

03 IDENTITY

Less doing. More enabling.

1. Decisions

CERTAINTY ↓
IMPACT ↑

Eventually, you become the person everyone escalates the decision to.

WHO is right? → WHAT is right?

2. Accountability

**“I didn't do it.
But I am accountable for it.”**

Much of leadership's emotional load is invisible.

3. Identity

DOER

What I produce



CARRIER

What I enable

Success ≠ Readiness

Never settle for performance as the only evidence of potential.

Performance tells us they succeeded HERE.
Readiness asks whether they can sustain THERE.

Teach the mechanics. Build the infrastructure.

Never Settle for “Go Lead.”

A MENTOR

A safe person who understands the weight.

A PEER COMMUNITY

Leaders who can say, “I've carried that too.”

PERMISSION TO TALK

Ask: “What are you carrying right now?”

Permission to Talk Is Not the Same as Asking

**“How are you doing?” only works
if the leader believes the honest answer is safe.**

NAME IT

Tell new leaders that struggle is expected.

MODEL IT

Senior leaders talk honestly about their own hard moments.

PROTECT IT

Vulnerability cannot become evidence against readiness.

What 40 Years Changed My Mind About

I USED TO BELIEVE

**The best performer was the logical
next leader.**

I NOW BELIEVE

**Performance earns consideration.
Readiness earns the role.**

Before We Say “Congratulations”...

What will you have to let go of?

What decisions will now stop with you?

Whose performance will you now carry?

Where will you go when it gets heavy?

The Leader You Remember

Think of the best leader you ever worked for.

What made them great?

Trusted • Listened • Challenged • Believed • Taught • Held accountable

Development Doesn't End at Promotion

BEFORE PROMOTION

Prepare

FIRST 90 DAYS

Accompany

ONGOING

Sustain

NEVER SETTLE

Prepare them to get the role.

Prepare them to do the role.

Prepare them to CARRY the role.

Prepare them to LAST!

*Thank you
and
enjoy the Conference*



NEVER SETTLE

Twyla Stevens

Twylad.stevens@gmail.com