

Multiplying Leaders

How Mid-Level Leaders Coach, Care, and Communicate

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5/7/2025



Gather Beyond
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Agenda

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Impact of Compassionate,
Direct Feedback



According to a recent Gallup poll:

There are currently 5 generations in the workforce.

$\frac{3}{4}$ of workers say they have had one bad manager.

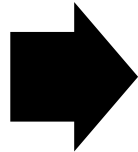
97% of managers consider themselves good managers.

The gap between perception and reality highlights the critical need for intentional leadership development.

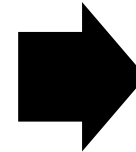


Multiplying Leaders: Coaching, Caring, and Communicating for Impact

High performers get promoted—but leadership requires a shift.



The interaction between a leader is a lead indicator in employee engagement



How do we prepare new leaders to lead?



Why Mid-Level Leaders Matter

1

Mid-level leaders are the primary carriers of culture.

2

Connect senior leadership with Front-line teams

3

Play a big role in communication, and leading change.

4

94% would stay longer if invested in (LinkedIn Learning Report).

5

Their leadership directly affects engagement, retention, innovation, and bottom-line results



Culture is not optional

“We don’t have time for culture initiatives.”

Most culture breakdowns don’t happen because of bad intentions. —they happen because of unaddressed behaviors and misaligned habits.

Gen Z and Millennials crave development, authenticity, and growth — not just words on a wall.



Activity

Turn to someone nearby and share a time when you felt truly seen, valued, or appreciated.

- Be specific.
- What happened?
- What was said?
- What did it feel like?



PEOPLE WANT TO KNOW THEY MATTER

I'm Valued.

You know my full name.
You ask about my life.
You know my struggles.
You remember me.
You miss me.
You check in on me.



I Add Value.

You show me how I make a difference.
You affirm my unique gifts.
You ask for my opinion.
You give me responsibility.
You show me I'm relied on.

~ Zach Mercurio. PhD., *The Power of Mattering*



Being heard is so
close to being loved
that, for the average
person, they are
almost
indistinguishable.

David Augsberger



What Mattering Looks Like



MATTERING = SEEN, HEARD,
NEEDED (MERCURIO).



AFFIRM UNIQUE STRENGTHS;
NOTICE MICRO-MOMENTS.



CREATE SPACE FOR PEOPLE
TO FEEL THEY ADD VALUE
AND SHARE IDEAS.



1:1 Meetings

- Intentional
- Often & Consistent
- Positive –not intimidating
- Build Trust



Definition of Trust:

The belief that the intentions and the abilities of the other person are good.

~Mark Freier



The Power of 1:1s – Beyond a Check-In



CARE: LIFE UPDATES,
PERSONAL WELLBEING.



DEVELOPMENT: GOAL
PROGRESS, LEARNING
STRETCH.



PERFORMANCE:
FEEDBACK, CLARITY,
EXPECTATIONS.



BE IMPECCABLE WITH
YOUR WORD

Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love.

DON'T TAKE ANYTHING
PERSONALLY

Nothing others do is because of you. What others say and do is a projection of their own reality. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.

THE FOUR AGREEMENTS

DON'T MAKE
ASSUMPTIONS

Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness, and drama. With just this one agreement, you can completely transform your life.

ALWAYS
DO YOUR BEST

Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgement, self-abuse, and regret.

BY DON MIGUEL RUIZ



What does a CARE conversation look like?

Ask powerful questions.

- ~ THEN LISTEN.**
- ~ Pay deep attention.**
- ~ Respond Compassionately.**
- ~ Follow Up.**



Care Questions

- What has your attention today?
- What is on your mind?

Opportunity to be vulnerable.



What does a
DEVELOPMENT
conversation look
like?

What are your goals? –

What is going well?

What is getting in the way?

Where are you stretching?

What gives you meaning right now?



Learn – Coach – Lead:

How 70-20-10 Powers Real Growth

70% experience,
20% coaching, 10%
training.

Make mentoring
intentional:
shadowing,
feedback, pairings.

Most development
happens
informally—don't
leave it to chance.



What does a PERFORMANCE conversation look like?

- What projects are you working on?
- Instead of “What did you get done today?” you might ask, “Which parts of today’s projects were most challenging for you and why?”
- How can I help?
- Are you open to some feedback?



Powerful Questions



Activity

Turn to someone nearby and share a time when you felt comfortable speaking up or sharing an idea in a group.

What made that environment feel safe for you?



People feel safe to:

- Ask questions
- Admit mistakes
- Give honest feedback
- Without fear of embarrassment, judgment, or upsetting authority.



"Yes, And..." Brainstorming **FUN!**



How could we design an office where you have to move every hour?

- Find 3-5 people to create a brainstorming team.
- One person shares an idea.
- The next person says "Yes, and..." and builds onto it.
- Keep going quickly — don't overthink or polish!
- You have 3 minutes to create your idea.
- Pick one spokesperson to share it with the big group!



Debrief Questions

- How did it feel to say 'yes, and' instead of judging or fixing?
- How might we carry this 'no umbrellas' spirit into real brainstorming?
- How does this impact introverts and those who have the gift to “wonder?”



Advice on Providing Feedback

- Make It a Habit. Normalize It. Do It Often.
- Provide as soon as possible.
- Ask permission.
- Explain why.
- Lead with grace, without lowering expectations.
- Focus on behavior rather than attack the person.
- Remember the 4 Agreements.
- Use Storytelling.
- Avoid absolutes. “You always” or “you never.”
- Avoid sarcasm.



THEN...

- LISTEN: give the employee a chance to respond, ask questions, and express their point of view.
- It matters how it lands.
- Give time for emotions.
- Empower. Let them be part of the solution.
- Allow for failures. It is how we learn BEST!



FBI/SBI – Feedback Method

- Feelings/Situation
- Behavior
- Impact



FBI/SBI – Feedback Method

I feel/felt [your feeling]

How does their behavior make YOU feel? Where and when did it happen?

When you [their behavior]

What did this person do? What exactly did you see or hear? Be as specific as possible. Include context such time and place.

And the impact it has is [impact]

How does this impact you? Your relationship? The organization?



How to Receive Feedback

- Prepare mentally and emotionally.
- Listen actively without interruption.
- Express gratitude.
- Assume positive intent –
- Stay open-minded & curious: “Tell me more.”
- Pause - avoid immediate reactions & defensiveness.
- Reflect on the feedback.
- Ask clarifying questions.
- Separate the feedback from your self-worth.
- Implement changes, if needed.
- Seek follow-up feedback.



If it wasn't for you...

Send a quick text to a friend or family member.
Use FBI/SBI: what they did and how it made a difference.



FBI/SBI – Feedback Method

I feel/felt [your feeling]

How does their behavior make YOU feel? Where and when did it happen?

When you [their behavior]

What did this person do? What exactly did you see or hear? Be as specific as possible. Include context such time and place.

And the impact it has is [impact]

How does this impact you? Your relationship? The organization?



Discussion / Reflection



WHERE ARE WE EQUIPPING NEW LEADERS—AND WHERE NOT?



HOW ARE YOUR 1:1 MEETINGS HELPING MULTIPLY LEADERSHIP?



WHO ARE YOU RAISING UP NEXT?



Questions?



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