



From Entry-Level to Institutional Leader: Charting Your Path Through CBMI and Beyond

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Welcome & Session Purpose

From participation to intentional leadership growth:

- This session is about using CBMI as a leadership development platform.
- You will connect your current work to future institutional impact.
- You will leave with a clearer path, stronger language, and practical next steps.



Framing question: What leadership role or level of influence are you intentionally preparing for?

Our Time Together

1:45-1:55

Welcome & Leadership Journey

frame the path and define intentional growth

1:55-2:15

Institutional Leadership Pathways

understand scope, readiness, and influence

2:15-2:35

CBMI to Leadership Evidence

translate learning into professional advancement language

2:35-2:55

Readiness Map Activity

identify strengths, gaps, CBMI connections, and next steps

2:55-3:15

Visibility & Strategic Positioning

build relationships and communicate impact

3:15-3:30

Action Plan & Commitment

create 30/60/90-day next steps

By the End, You Will Be Able To

Outcomes for charting your leadership pathway:

- Differentiate strong performance from leadership readiness.
- Identify institutional leadership competencies needed for future influence.
- Translate CBMI learning into leadership evidence.
- Map visibility, relationships, and strategic positioning opportunities.
- Build a practical 30-, 60-, and 90-day leadership action plan.



The Central Message

Career advancement is not just about moving up:

**Your next leadership level requires evidence,
visibility, relationships, and intentional
positioning.**

Advancement vs. Readiness

One is a title. The other is a pattern of behavior:



Role-Based Advancement

- A new title or position
- More responsibilities
- Formal authority

Leadership Readiness

- Trusted judgment
- Institutional perspective
- Evidence of impact

How Expectations Change as Scope Increases

Leadership growth requires a broader view:

1

Early Role

Do my work well

Reliability + competence

2

Team/Unit Influence

Improve the work around
me

Coordination + judgment

3

Institutional Influence

Connect people,
priorities, risk, and
resources

Strategy + enterprise thinking

Table Discussion: Strong Employee vs. Future Institutional Leader

DISCUSSION

1 What is the difference between being a strong employee and being viewed as a future institutional leader?

2 What behaviors signal readiness?

3 What behaviors may create concern?

4 What must change as scope and visibility increase?

Brief share-out: Each table shares one behavior that strengthens leadership readiness.

Behaviors That Signal Leadership Readiness

Readiness is often observed before it is formally recognized:

- Owns problems beyond the job description
- Communicates clearly across audiences
- Uses data and judgment to make recommendations
- Builds trust with peers, supervisors, and partners
- Handles pressure without losing professionalism
- Connects daily work to institutional priorities



CBMI as a Leadership Development Platform



- Strengthens leadership language and institutional understanding.
- Expands cross-functional thinking across business operations.
- Creates examples you can use in interviews, reviews, and promotion conversations.
- Helps you explain how you think, lead, and solve problems.

Where Leadership Evidence Shows Up

Use CBMI learning in multiple advancement conversations:

Resume / Bio

Translate competencies into impact language

Annual Review

Connect development goals to institutional priorities

Promotion Conversation

Show readiness and evidence, not just interest

Interview

Tell a clear story of judgment, scope, and results

Development Plan

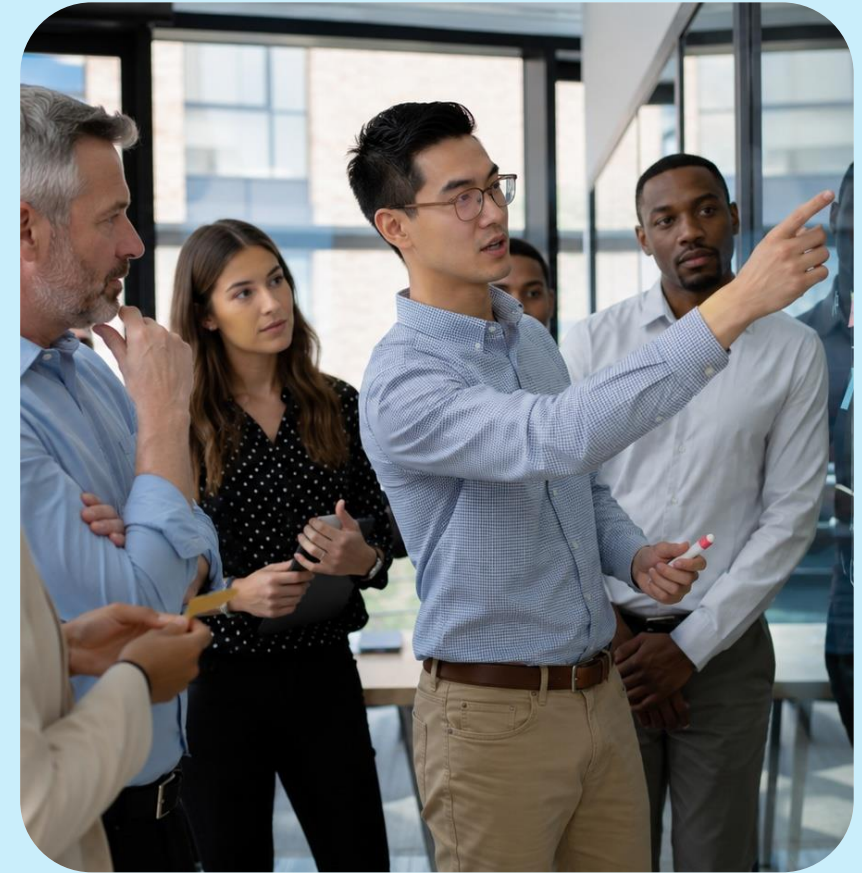
Identify the next skill, exposure, or relationship



Current Role & Leadership Readiness Map

A practical tool for turning your role into a leadership pathway:

- Your current role already contains leadership evidence.
- The map helps you identify what you manage, influence, or support.
- It also reveals gaps in skill, exposure, visibility, or relationships.
- Your goal is to name one 30-day step that moves you forward.



Activity: Complete Your Leadership Readiness Map

10 min

Be specific enough that your next step is actionable:

MAPPING

Mapping Area	Guiding Question
Current Role	What do I manage, influence, or support?
Current Evidence	What outcomes demonstrate my leadership readiness?
Current Gaps	What knowledge, skill, exposure, or relationship do I still need?
CBMI Connection	Which CBMI course, topic, or experience helps me close that gap?
30-Day Step	What action can I take within 30 days?

Partner Share: What Your Map Reveals

Listen for patterns, strengths, and next-level opportunities:

PAIR SHARE



One strength you can leverage now

One gap you need to close

One CBMI connection that strengthens your path

One next step you will take within 30 days



Partner role: ask one clarifying question that makes the next step more specific.

Debrief: What Does Your Map Tell You?

Leadership growth becomes clearer when the pattern is visible:

Leverage

What can you use more intentionally?

Gap

What must be developed or strengthened?

Evidence

What results need to be documented?

Visibility

Who needs to understand your impact?

A pathway is not a wish list. It is a set of visible steps connected to institutional value.

What Leaders Need to Know About You

Visibility answers the questions decision-makers are already asking:

Judgment

How do you think through complex problems?

Scope

Can you see beyond your immediate role?

Impact

What measurable value have you created?

Collaboration

Can others trust you in cross-functional work?

Readiness

What evidence suggests you can handle more?

Alignment

How do your goals support institutional priorities?

Strategic Visibility Channels

Choose visibility opportunities that build evidence of readiness:



- Cross-functional projects that expand institutional understanding
- Process improvements tied to outcomes, quality, risk, or efficiency
- Data-informed updates that communicate progress and insight
- Committee work where you can contribute thoughtful judgment
- Stretch assignments that build a next-level competency
- Applied CBMI learning translated into practical action

Mentor, Sponsor & Network Map

Relationships shape access, feedback, visibility, and opportunity:

Mentor

Gives advice and perspective

Sponsor

Speaks for your readiness when you are not in the room

Peer Network

Shares information, collaboration, and insight

Supervisor

Connects goals to performance and development

Cross-Functional Partner

Expands your view of institutional priorities



Activity: Map Your Leadership Circle

8 min

Identify the relationships that support your next level:

NETWORK MAP

1 Who gives me feedback?

2 Who challenges my thinking?

3 Who has seen my impact?

4 Who can speak to my judgment?

5 Who should know my goals?

6 Who can connect me to future opportunities?

Discussion prompt: What is one relationship I need to strengthen to support my next level of leadership growth?

Not Every Opportunity Moves You Forward

Leadership growth requires intentional decision-making:



- Some opportunities build next-level competencies.
- Some increase visibility or institutional understanding.
- Some align with institutional priorities and create evidence.
- Some only add workload without advancing your pathway.

Decision Filter: Should I Say Yes?

Use a strategic lens before accepting new responsibilities:

Competency

Does this build a next-level skill?

Visibility

Will the right people understand my contribution?

Alignment

Does it support institutional priorities?

Evidence

Can it produce results I can document?



If the answer is “no” to every question, it may be work - but it may not be strategic development.

Scenario-Based Table Discussion

8 min

Should I say yes?

SCENARIO

You are asked to co-lead a cross-functional project to improve a process that affects students, staff, compliance, and budget. It is outside your current job description and will require extra meetings.

1

Does this build a next-level competency?

2

Will it increase visibility or institutional understanding?

3

Does it align with institutional priorities?

4

What evidence of readiness could come from this opportunity?

Common Advancement Barriers

What often slows professional growth:

Waiting to be noticed

Staying in one lane too long

Avoiding visible leadership moments

Not building relationships beyond the department

Failing to align goals with institutional priorities

Not documenting impact

The goal is to identify the barrier early - before it quietly becomes your reputation.

Translate Daily Work Into Leadership Evidence

Routine work can become readiness evidence when framed clearly:



Task

What did you do?

Context

Why did it matter?

Action

How did you lead or solve?

Impact

What changed because of it?

Your Leadership Evidence Story

Use this structure to make your impact clear:

**“In my role, I noticed _____. I took action by _____.
The result was _____. This demonstrates my readiness
to _____ because _____.”**

- Use this in performance reviews, interviews, and development conversations.
- Keep the story specific, outcome-focused, and connected to institutional value.

Beyond CBMI: 30/60/90-Day Leadership Action Plan

Turn reflection into execution:

- Your plan should include visible action, not just private intention.
- Each step should connect to readiness, visibility, relationships, or institutional impact.
- Make the plan small enough to start and meaningful enough to matter.



Peer Coaching: Strengthen the Plan

A strong plan should be clear, realistic, and connected to readiness

PEER COACH



- Share your 30/60/90-day plan with a partner.
- Partner asks: What is specific? What is missing? What evidence will this create?
- Revise one action so it becomes more visible or more aligned to institutional priorities.



Final check: Does this plan move you toward the leadership role or influence you named at the beginning?

Commitment Statement

Name the leadership move you will make next:

COMMIT

I will stop...

I will start...

I will strengthen...

I will ask for...

I will document...

Write one statement and be ready to share it with your table.

Key Takeaways

Charting your path through CBMI and beyond:

Intentionality

Career progression requires planning, not passive waiting.

Evidence

CBMI learning should become visible leadership evidence.

Visibility

People need to understand your judgment, impact, and readiness.

Relationships

Mentors, sponsors, peers, and partners shape access and growth.

Action

Your next step should be specific, visible, and tied to institutional value.

Questions...



