

# From Peer to Power: Navigating the Identity Shift from IC to Manager – Catalyst Program

## Introduction

First-time managers often grapple with a complex identity shift — from being an individual contributor to becoming a team leader. This shift, if unsupported, can delay impact and lead to confusion, overcompensation, or withdrawal.

## Problem Statement

Newly appointed managers lacked clarity on how to lead without micromanaging, balance team nurturing with task ownership, and influence without formal authority. The discomfort of managing former peers created inner conflict and external ambiguity.

## Solution Strategy

We created a **4-day intensive Catalyst Program** targeting four key areas:

1. Nurturing the Team
2. Managing Upwards
3. Managing Stakeholders
4. Driving Results

The journey was both reflective and skills-based, focusing on helping new managers step into their leadership identity with confidence.



## Execution Model :



### Duration

4 consecutive days



### Audience

First-time people managers



### Methodology

Identity-mapping, role simulations, stakeholder map building, peer coaching



### Tools Used

Power-Shift Framework, Leadership Circle Debriefs, 360° stakeholder expectation grid

## Outcomes & Impact:

- Participants clearly articulated their leadership voice and vision
- Built strong working relationships with their managers and stakeholders
- Improved delegation, feedback, and prioritization skills
- Leaders initiated one-on-one rhythm with direct reports and created clarity in team goals





## Key Success Factors



**Sequencing of the program**  
built from inner reflection to outer impact



**Peer coaching**  
enhanced shared learning



**Leadership scenarios**  
were mapped directly to participants' real situations





## Challenges Faced

- Initial hesitation to manage former peers -addressed through structured scripting and scenario practice
- Difficulty in stakeholder mapping - resolved through iterative coaching and guided templates

## Conclusion

The Catalyst Program redefined what it means to "step up." It gave first-time managers both the mindset and muscle to lead, build trust, and create early impact without losing authenticity.

