

THE

80% TRAP

Why doing more
stops working at
senior levels



LISA D. FOSTER

LEADERSHIP COACHING & TRAINING

The Leadership Chokepoint

Strong managers often advance steadily early in their careers. You perform, get results, and get promoted.

As a manager, you drive results, create accountability, and lead your team. That looks like success.

But here's the catch: as long as your team needs you to function, you can't move up.

This is the leadership chokepoint – where the move from accountability to ownership makes all the difference.

Leaders who build teams that drive results without them get promoted because their leadership scales.





The 80% Trap:

As a high performing leader, you're probably doing a lot right:

- Building Trust
- Caring deeply about relationships
- Preserving trust in difficult conversations
- Stepping in to ensure outcomes don't slip

Still, something can still feel missing. You might let high standards slip to be supportive of your team. You might feel unsure making decisions under pressure. You might force some decisions and later get friction in the execution.

When your team still relies on you to drive results, it can delay your next step.

**THE NEXT LEVEL IS NOT ABOUT YOUR
PERFORMANCE.**

**IT'S ABOUT HOW CONSISTENTLY YOUR TEAM
PERFORMS.**

Leadership That Scales

At senior levels, you are measured by how your leadership scales. You can't move up until someone can replace you.

Mentoring, influence, alignment, and decision making matter more. Relationships matter more.

Your boss may value your reliability.

Your boss's boss values scalability.

1 How clearly does your team align with company priorities?

2 How strong is your influence up and across the organization?

3 How well could your team function without you?

4 How ready is your replacement?

Your next move depends on whether your team can perform even without you.



Shift from Accountability to Ownership

When employees take ownership:

- they work harder
- support the team better
- get more consistent results.

The best teams rely on **leadership systems** – not personality – to build ownership that encourages high standards and protects strong relationships.

The simplest system is structured 1:1s where you can build ownership every week.

Structured 1:1s:

- Define what winning actually looks like
- Make success measurable and visible
- Align individual goals to shared outcomes
- Invest in relationships so accountability feels mutual, not imposed

Structured 1:1s turn leadership into a reliable system for consistent high performance.

One-on-Ones: A Shift in Perspective

If you're scoring high across most leadership skills, you're probably still leading the same way you used to earlier in your career. That got you where you are, but it won't get you to the next level.

Leaders who break through the chokepoint build systems that make performance consistent – and develop talent on their team to make succession viable.

It's not about working more. It's about leading more intentionally.

I'm hosting a free live workshop called **One-on-Ones That Actually Work.**

It's an introduction for how to use 1:1s to build judgment, ownership, and consistent execution – without micromanaging.

See how the system works in practice

AT THE SENIOR LEVEL, PERFORMANCE IS NOT ENOUGH.

A LEADERSHIP SYSTEM THAT SCALES SIGNALS READINESS FOR PROMOTION.