

- In a study of 580 leaders conducted jointly by Genesis Advisers, Harvard Business Review, and the International Institute of Management Development (hereafter the Genesis/HBR/IMD study), respondents reported an average of 18.2 years of professional work experience.² The typical leader had been promoted 4.1 times, moved between business functions (such as from sales to marketing) 1.8 times, joined a new company 3.5 times, moved between business units in the same company 1.9 times, and moved geographically 2.2 times. This totals 13.5 major transitions per leader, or one every 1.3 years. As you will learn later, some of these transitions likely happened in parallel. But the implications are clear: every successful career is a series of successful assignments, and every successful assignment is launched with a successful transition.

- Your goal in every transition is to get as rapidly as possible to the break-even point. This is the point at which you have contributed as much value to your new organization as you have consumed from it.

- When more than two hundred company CEOs and presidents were asked for their best estimates of the time it takes a typical midlevel leader who has been promoted or hired from the outside to reach the break-even point, the average of their responses was 6.2 months.

- Consider, for example, the following list of common traps, developed through interviews with experienced leaders and supplemented by responses to questions in the Genesis/HBR/IMD study.

- Sticking with what you know.

- Falling prey to the “action imperative.”

- Setting unrealistic expectations.

- Attempting to do too much.

- Coming in with “the” answer.

- Engaging in the wrong type of learning.

- Neglecting horizontal relationships.

- Good initial decisions founded on the right kind of learning, for example, bolster your personal credibility.

- Leadership ultimately is about influence and leverage. You are, after all, only one person. To be successful, you need to mobilize the energy of many others in your organization.

- The root causes of transition failure always lie in a pernicious interaction between the new role, with its opportunities and pitfalls, and the individual, with his strengths and vulnerabilities.

- Transition failures happen because new leaders either misunderstand the essential demands of the situation or lack the skill and flexibility to adapt to them.

- Do the right things—the essential transition tasks listed next—and you will rapidly create momentum that will propel you to even greater successes.
- Prepare yourself. This means making a mental break from your old job and preparing to take charge in the new one. Perhaps the biggest pitfall you face is assuming that what has made you successful to this point will continue to do so.
- Accelerate your learning. You need to climb the learning curve as fast as you can in your new organization. This means understanding its markets, products, technologies, systems, and structures, as well as its culture and politics.
- systematic and focused about deciding what you need
- In the first few weeks, you need to identify opportunities to build personal credibility. In the first 90 days, you need to identify ways to create value and improve business results that will help you get to the break-even point more rapidly.
- Negotiate success.
- This means carefully planning for a series of critical conversations about the situation, expectations, working style, resources, and your personal development.
- Achieve alignment.
- Create coalitions. Your success depends on your ability to influence people outside your direct line of control.
- You therefore should start right away to identify those whose support is essential for your success, and to figure out how to line them up on your side.
- Keep your balance.
- Accelerate everyone.
- A simple way to do this is to complete the Transition Risk Assessment in table I-1.
- Mapping Out Your First 90 Days
- If you're lucky, you may get some lead time between learning you're being considered and actually sitting in the chair. Use that time to begin educating yourself about your organization.
- Begin by thinking about your first day in the new job. What do you want to do by the end of that day? Then move to the first week. Then focus on the end of the first month, the second month, and finally the three-month mark. These plans will be sketchy, but the simple act of beginning to plan will help clear your head.
- What will it take for you to reach the break-even point more quickly? What are some traps you might encounter, and how can you avoid them? What can you do to create virtuous cycles and build momentum in your new role? What types of transitions are you experiencing? Which are you finding most challenging, and why? What are the key elements and milestones in your 90-day plan?

- Julia failed because she did not make the leap from being a strong functional performer to taking on a cross-functional, project-leadership role.

- Often, promising managers fail in new roles because they've failed to prepare themselves by embracing the necessary changes in perspective.

- Rethink What You Delegate

- No matter where you land, the keys to effective delegation remain much the same: you build a team of competent people whom you trust, you establish goals and metrics to monitor their progress, you translate higher-level goals into specific responsibilities for your direct reports, and you reinforce them through process.

- Decision making becomes more political—less about authority, and more about influence. That isn't good or bad; it's simply inevitable.

- To overcome these barriers and succeed in joining a new company, you should focus on four pillars of effective onboarding: business orientation, stakeholder connection, alignment of expectations, and cultural adaptation.

- Focus, too, on understanding the operating model, planning and performance evaluation systems, and talent management systems, because they often powerfully influence how you can most effectively have an impact.

- Often, insufficient time is devoted to lateral relationship building with peers and key constituencies outside the new leader's immediate organization.

- No matter how well you think you understand what you're expected to do, be sure to check and recheck expectations once you formally join your new organization.

- The most daunting challenge for leaders joining new organizations is adapting to unfamiliar cultures.

- What is culture? It's a set of consistent patterns people follow for communicating, thinking, and acting, all grounded in their shared assumptions and values. The culture in any organization is generally multilayered, as illustrated in figure 1-2. At the top of the culture pyramid are the surface elements—the symbols, shared languages, and other things most visible to outsiders. Obvious symbols include organizational logos, the way people dress, and the way office space is organized and allocated.

- Identifying Cultural Norms The following domains are areas in which cultural norms may vary significantly from company to company. Transitioning leaders should use this checklist to help them figure out how things really work in the organizations they're joining.

- Onboarding checklists

- One way to pinpoint your vulnerabilities is to assess your problem preferences—the kinds of problems toward which you naturally gravitate.

- Assessment of problem preferences Assess your intrinsic interest in solving problems in each of these domains on a scale of 1 to 10, where 1 means very little interest and 10 means a great deal of interest.

- The column totals represent your preferences among technical, political, and cultural problems. Technical problems encompass strategies, markets, technologies, and processes. Political problems concern power and politics in the organization. Cultural problems involve values, norms, and guiding assumptions.

- Preferences for problems and functions

- You can do a lot to compensate for your vulnerabilities. Three basic tools are self-discipline, team building, and advice and counsel.

- “To a person with a hammer, everything looks like a nail.”³ The qualities that have made you successful so far (it’s worth being clear in your own mind what your hammer is) can prove to be weaknesses in your new role.

- There is always more you could do, so keep in mind that time to learn and plan before you enter a new job is a precious commodity.

- A related problem is a failure to plan to learn. Planning to learn means figuring out in advance what the important questions are and how you can best answer them. Few new leaders take the time to think systematically about their learning priorities. Fewer still explicitly create a learning plan when entering a new role.

- The primary symptom is a nearly compulsive need to take action. Effective leaders strike the right balance between doing (making things happen) and being (observing and reflecting).

- Remember: simply displaying a genuine desire to learn and understand translates into increased credibility and influence.

- Perhaps most destructive of all, some new leaders arrive, as Chris did at Phoenix, with “the” answer. They have already made up their minds about what the organization’s problems are and how to solve them.

- Leaders who are onboarding into new organizations must therefore focus on learning and adapting to the new culture. Otherwise they risk suffering the organizational equivalent of organ rejection syndrome (with the new leaders being the organs). They do things that trigger the organization’s immune system and find themselves under attack as a foreign body.

- (see boxes, “Questions About the Past,” “Questions About the Present,” and “Questions About the Future”).

- investment? Identifying promising sources will make your learning both comprehensive and efficient. Keep in mind that you need to listen to key people both inside and outside the organization (see figure 2-1). Talking

- One approach is to keep to the same script in all your meetings. You might start with brief opening remarks about yourself and your approach, followed by questions about the other

person (background, family, and interests) and then a standard set of questions about the business. This approach is powerful, because the responses you get are comparable.

- When you are diagnosing a new organization, start by meeting with your direct reports one-on-one. (This is an example of taking a horizontal slice across an organization by interviewing people at the same level in different functions.) Ask them essentially the same five questions: What are the biggest challenges the organization is facing (or will face in the near future)? Why is the organization facing (or going to face) these challenges? What are the most promising unexploited opportunities for growth? What would need to happen for the organization to exploit the potential of these opportunities? If you were me, what would you focus attention on?

- Once you have distilled these early discussions into a set of observations, questions, and insights, convene your direct reports as a group, feed them back your impressions and questions, and invite discussion. You will learn about both substance and team dynamics and will simultaneously demonstrate how quickly you have begun to identify key issues.

- Your learning agenda defines what you want to learn. Your learning plan defines how you will go about learning it. It translates learning goals into specific sets of actions—identifying promising sources of insight and using systematic methods—that accelerate your learning. Your learning plan is a critical part of your overall 90-day plan. In fact, as you will discover later, learning should be a primary focus of your plan for your first 30 days on the job

- Learning Plan Template

- ACCELERATE YOUR LEARNING—CHECKLIST How effective are you at learning about new organizations? Do you sometimes fall prey to the action imperative? To coming in with “the” answer? If so, how will you avoid doing this? What is your learning agenda? Based on what you know now, compose a list of questions to guide your early inquiries. If you have begun to form hypotheses about what is going on, what are they, and how will you test them? Given the questions you want to answer, who is likely to provide you with the most useful insights? How might you increase the efficiency of your learning process? What are some structured ways you might extract more insight for your investment of time and energy? What support is available to accelerate your learning, and how might you best leverage it? Given your answers to the previous questions, start to create your learning plan.

- From the outset, leaders like Karl need to focus on answering two fundamental questions. The first question is, What kind of change am I being called upon to lead? Only by answering this question will you know how to match your strategy to the situation. The second question is, What kind of change leader am I? Here the answer has implications for how you should adjust your leadership style. Careful diagnosis of the business situation will clarify the challenges, opportunities, and resources available to you.

- The STARS model

- In a realignment, your challenge is to revitalize a unit, product, process, or project that has been drifting into danger. The clouds are gathering on the horizon, but the storm has not yet broken—and many people may not even see the clouds. The biggest challenge often is to

create a sense of urgency. There may be a lot of denial; the leader needs to open people's eyes to the fact that a problem actually exists. This was the situation facing Karl in North America. Here, the good news is that the organization likely has at least islands of significant strength (good products, customer relationships, processes, and people).

- In fact, the key to sustaining success often lies in continuously starting up, accelerating, and realigning parts of the business.

- A key implication is that success in transitioning depends, in no small measure, on your ability to transform the prevailing organizational psychology in predictable ways. In start-ups, the prevailing mood is often one of excited confusion, and your job is to channel that energy into productive directions, in part by deciding what not to do. In turnarounds, you may be dealing with a group of people who are close to despair; it is your job to provide them with a concrete plan for moving forward and confidence that it will improve the situation. In accelerated-growth situations, you need to help people understand that the organization needs to be more disciplined and get them to work within defined processes and systems. In realignments, you will likely have to pierce the veil of denial that is preventing people from confronting the need to reinvent the business. Finally, in sustaining-success situations, you must invent the challenge by finding ways to keep people motivated, combat complacency, and find new direction for growth—both organizational and personal.

- Take time to assign the pieces of your new responsibilities (such as products, processes, projects, plants, and people) to the five categories using table 3-2.

- Diagnosing your STARS portfolio

- Key differences between leading change in turnaround and realignment situations are summarized in table 3-3

- revealing. It is not the case that people are drawn to the easy situations. Rather, they are drawn to situations that are (1) more fun and (2) get more recognition.

- MATCH STRATEGY TO SITUATION—CHECKLIST

- What portfolio of STARS situations have you inherited? Which portions of your responsibilities are in start-up, turnaround, accelerated-growth, realignment, and sustaining-success modes? What are the implications for the challenges and opportunities you are likely to confront, and for the way you should approach accelerating your transition? What are the implications for your learning agenda? Do you need to understand only the technical side of the business, or is it critical that you understand culture and politics as well? What is the prevailing climate in your organization? What psychological transformations do you need to make, and how will you bring them about? How can you best lead change given the situations you face? Which of your skills and strengths are likely to be most valuable in your new situation, and which have the potential to get you into trouble? What are the implications for the team you need to build?

- “I want to operate on a 90-day time frame, starting with 30 days to get on top of things,” he told her. “Then I will bring you a detailed assessment and plan with goals and actions for the next 60 days.”

- Negotiating success means proactively engaging with your new boss to shape the game so that you have a fighting chance of achieving desired goals. Many new leaders just play the game, reactively taking their situation as given—and failing as a result. The alternative is to shape the game by negotiating with your boss to establish realistic expectations, reach consensus, and secure sufficient resources.

- Planning for Five Conversations

- Planning the Situation Conversation

- How does your boss like to communicate? How often? What kinds of decisions does he want to be involved in, and when can you make calls on your own? Does your boss arrive at the office early and work late? Does he expect others to do the same?

- You may find it helpful to talk to others who have worked with your boss in the past. Naturally, you must do this judiciously. Be careful

- Observe, too, how your boss deals with others. Is there consistency? If not, why not? Does the boss have favorites? Is he particularly prone to micromanaging certain issues? Has he come down hard on a few people because of unacceptable performance?

- Others who have worked with your boss can tell you what approaches they found successful. Then judiciously experiment with the tactics that seem most promising in your case. When in doubt, simply ask your boss how he would prefer you to proceed.

- One proven strategy is to focus your early conversations on goals and results instead of how you achieve them.

- If you have multiple bosses, you must be sure to carefully balance perceived wins and losses among them.

- You should complete a version of table 4-1 for each of your bosses, and look closely at where their views of the situations, expectations, and resources converge and where they diverge.

- Putting It All Together: Negotiating Your 90-Day Plan

- Your 90-day plan should be written, even if it consists only of bullet points. It should specify priorities and goals as well as milestones. Critically, you should share it with your boss and seek buy-in for it. It should serve as a “contract” between the two of you about how you’re going to spend your time, spelling out both what you will do and what you will not do.

- To begin to sketch out your plan, divide the 90 days into three blocks of 30 days. At the end of each block, you will have a review meeting with your boss.

- Your key outputs at the end of the first 30 days will be a diagnosis of the situation, an identification of key priorities, and a plan for how you will spend the next 30 days. This plan should address where and how you will begin to seek some early wins. Your review meeting

with your boss should focus on the situation and expectations conversations, with an eye to reaching consensus about the situation, clarification of expectations, and buy-in to your plan for the next 30 days. Continue the weekly discipline of evaluation and planning.

- List your team members in the first column. Then assess where you stand in having the five conversations with each one. Circle the ones that are your priorities.

- **NEGOTIATE SUCCESS—CHECKLIST** How effectively have you built relationships with new bosses in the past? What have you done well? Where do you need improvement? Create a plan for the situational conversation. Based on what you know now, what issues will you raise with your boss in this conversation? What do you want to say up front? In what order do you want to raise issues? Create a plan for the expectations conversation. How will you figure out what your new boss expects you to do? Create a plan for the style conversation. How will you figure out how best to work with your boss? What mode of communication does he prefer? How often should you interact? How much detail should you provide? What types of issues should you consult with him about before deciding? Create a plan for the resource conversation. Given what you need to do, what resources are absolutely needed? With fewer resources, what would you have to forgo? If you had more resources, what would the benefits be? Be sure to build the business case. Create a plan for the personal development conversation. What are your strengths, and where do you need improvement? What kinds of assignments or projects might help you develop skills you need? How might you use the five conversations framework to accelerate the development of your team? Where are you in terms of having the key conversations with each of your direct reports?

- Following an early period of focused learning, these leaders begin an early wave of changes. The pace then slows to allow consolidation and deeper learning about the organization, and to allow people to catch their breath. Armed with more insight, these executives then implement deeper waves of change. A final, less extreme wave focuses on fine-tuning to maximize performance. By this point, most of these leaders are ready to move on.

- It suggests that you should keep your ends clearly in mind when you devise your plan to secure early wins. The transition lasts only a few months, but you typically will remain in the same job for two to four years before moving on to a new position. To the greatest extent possible, your early wins should advance longer-term goals.

- beyond), focus on making successive waves of change. Each wave should consist of distinct phases: learning, designing the changes, building support, implementing the changes, and observing results.

- be careful not to fall into the low-hanging fruit trap. This trap catches leaders when they expend most of their energy seeking early wins that don't contribute to achieving their longer-term business objectives.

- keep in mind that your early wins must do double duty: they must help you build momentum in the short term and lay a foundation for achieving your longer-term business goals. So be sure that your plans for securing early wins, to the greatest extent possible, (1) are consistent

with your agreed-to goals—what your bosses and key stakeholders expect you to achieve—and (2) help you introduce the new patterns of behavior you need to achieve those goals.

- Take a look at table 5-1, which lists some problematic behavior patterns, and then summarize your thoughts about the behaviors you would like to change.

- You cannot hope to achieve results in more than a couple of areas during your transition. Thus, it's essential to identify the most promising opportunities

- Get wins that matter to your boss. It's essential to get early wins that energize your direct reports and other employees.

- Get wins in the right ways.

- Adjust for the culture. In some organizations, a win must be a visible individual accomplishment. In others, individual pursuit of glory, even if it achieves good results, is viewed as grandstanding and destructive of teamwork.

- want people to associate you with attractive capabilities, attitudes, and values.

- Demanding but able to be satisfied.

- Accessible but not too familiar.

- Decisive but judicious.

- Because your earliest actions will have a disproportionate influence on how you're perceived, think through how you will get connected to your new organization in the first few days in your new role. What messages do you want to get across about who you are and what you represent as a leader? What are the best ways to convey those messages? Identify your key audiences—direct reports, other employees, key outside constituencies—and craft a few messages tailored to each. These need not be about what you plan to do; that's premature. They should focus instead on who you are, the values and goals you represent, your style, and how you plan to conduct business.

- Early actions often get transformed into stories, which can define you as hero or villain. Do you take the time to informally introduce yourself to the support staff, or do you focus only on your boss, peers, and direct reports? Something as simple as this action can help brand you as either accessible or remote. How you introduce yourself to the organization, how you treat support staff, how you deal with small irritants—all these pieces of behavior can become the kernels of stories that circulate widely.

- look for and leverage teachable moments. These are actions—such as the way Elena dealt with recalcitrant supervisors—that clearly display what you're about; they also model the kinds of behavior you want to encourage.

- Identify three or four key areas, at most, where you will seek to achieve rapid improvement. Use the early wins evaluation tool in table 5-2 to gauge the potential.

- Use the project planning template in table 5-3 to plan projects with maximum impact. TABLE 5-3 FOGLAMP project checklist

- Diagnostic framework for managing change

- Use the following set of questions to identify areas where potential problems may be lurking:
The external environment. Could trends in public opinion, government action, or economic conditions precipitate major problems for your unit? Examples include a change in government policy that favors competitors or unfavorably influences your prices or costs; a major shift in public opinion about the health or safety implications of using your product; an emerging economic crisis in a developing country. Customers, markets, competitors, and strategy. Are there developments in the competitive situation confronting your organization that could pose major challenges? Examples include a study suggesting that your product is inferior to that of a competitor; a new competitor that is offering a lower-cost substitute; a price war. Internal capabilities. Are there potential problems with your unit's processes, skills, and capabilities that could precipitate a crisis? Examples include an unexpected loss of key personnel; major quality problems at a key plant; a product recall. Organizational politics. Are you in danger of unwittingly stepping on a political land mine? Examples include certain people in your unit who are untouchable, but you don't know it; your failure to recognize that a key peer is subtly undermining you.

- Secure Early Wins—Checklist Given your agreed-to business goals, what do you need to do during your transition to create momentum for achieving them? How do people need to behave differently to achieve these goals? Describe as vividly as you can the behaviors you need to encourage and those you need to discourage. How do you plan to connect yourself to your new organization? Who are your key audiences, and what messages would you like to convey to them? What are the best modes of engagement? What are the most promising focal points to get some early improvements in performance and start the process of behavior change? What projects do you need to launch, and who will lead them? What predictable surprises could take you off track?

- Elements of organizational architecture

- Specifically all four elements of organizational architecture need be aligned to work together.¹ Strategic direction. The organization's mission, vision, and strategy Structure. How people are organized in units and how their work is coordinated, measured, and incentivized Core processes. The systems used to add value through the processing of information and materials Skill bases. The capabilities of key groups of

- Aligning an organization is like preparing for a long sailing trip. First, you need to be clear on whether your destination (the mission and goals) and your route (the strategy) are the right ones. Then you can figure out which boat you need (the structure), how to outfit it (the processes), and which mix of crew members is best (the skill bases). Throughout the journey, you keep an eye out for reefs that are not on the charts.

- Some fundamental questions about strategic direction concern what the organization will do and, critically, what it will not do. Focus on customers, capital, capabilities, and commitments: Customers. Which set of existing customers (external or internal) will we continue to serve? What is our value proposition? Which markets are we going to exit? What new markets are we going to enter, and when? Capital. Of the businesses we will remain in, which will we invest

in, and which will we draw cash from? What additional capital is likely to be required, and when? Where will it come from? Capabilities. What are we good at and not good at? What existing organizational capabilities (for example, a strong new-product development organization) can we leverage? Which do we need to build up? Which do we need to create or acquire? Commitments. What critical decisions do we need to make about resource commitments? When? What difficult-to-reverse past commitments do we have to live with or try to unwind?

- This approach will help you pinpoint whether problems stem from inadequacies in formulation or implementation. Ask yourself these kinds of questions: Is our overall pattern of decisions consistent with our defined direction? What goals does the organization actually seem to be pursuing? Are we using the specified performance metrics to make day-to-day decisions? If implementation requires teamwork and cross-functional integration, are people acting as teams and collaborating across functions? If implementation requires the development of new employee skills, is a learning-and-development infrastructure in place to develop those skills?

- A skill base comprises these four types of knowledge: Individual expertise. Gained through training, education, and experience Relational knowledge. An understanding of how to work together to integrate individual knowledge to achieve specified goals Embedded knowledge. The core technologies on which your group's performance depends, such as customer databases or R&D technologies Metaknowledge. The awareness of where to go to get critical information—for example, through external affiliations such as research institutions and technology partners

- ACHIEVE ALIGNMENT—CHECKLIST What are your observations about misalignments among strategic direction, structure, processes, and skills? How will you dig deeper to confirm or refine your impressions? What decisions about customers, capital, capabilities, and commitments do you need to make? How and when will you make these decisions? What is your current assessment of the coherence of the organization's strategic direction? Of its adequacy? What are your current thoughts about changing direction? What are the strengths and weaknesses of the organization's structure? What potential structural changes are you thinking about? What are the core processes in your organization? How well are they performing? What are your priorities for process improvement? What skill gaps and underutilized resources have you identified? What are your priorities for strengthening key skill bases?

- The most important decisions you make in your first 90 days will probably be about people. If you succeed in creating a high-performance team, you can exert tremendous leverage in value creation.

- Synchronizing architectural alignment and team restructuring

- Assessing Your Team

- The starting point is to be conscious of the criteria you will explicitly or implicitly use to evaluate people who report to you. Consider these six criteria: Competence. Does this person

have the technical competence and experience to do the job effectively? Judgment. Does this person exercise good judgment, especially under pressure or when faced with making sacrifices for the greater good? Energy. Does this team member bring the right kind of energy to the job, or is she burned out or disengaged? Focus. Is this person capable of setting priorities and sticking to them, or prone to riding off in all directions? Relationships. Does this individual get along with others on the team and support collective decision making, or is he difficult to work with? Trust. Can you trust this person to keep her word and follow through on commitments?

- Meet one-on-one with each member of your new team as soon as possible. Depending on your style, these early meetings might take the form of informal discussions, formal reviews, or a combination, but your own preparation and focus should be standardized: Prepare for each meeting. Review available personnel history, performance data, and other appraisals. Familiarize yourself with each person's technical or professional skills so that you can assess how he functions on the team. Create an interview template. Ask people the same set of questions, and see how their answers vary. Here are sample questions. – What are the strengths and weaknesses of our existing strategy? – What are the biggest challenges and opportunities facing us in the short term? In the medium term? – What resources could we leverage more effectively? – How could we improve the way the team works together? – If you were in my position, what would your priorities be? Look for verbal and nonverbal clues. Note choices of words, body language, and hot buttons. – Notice what the individual does not say. Does the person volunteer information, or do you have to extract it? Does the person take responsibility for problems in her area? Make excuses? Subtly point fingers at others? – How consistent are the individual's facial expressions and body language with his words? – What topics elicit strong emotional responses? These hot buttons provide clues to what motivates the individual and what kinds of changes she would be energized by. – Outside these one-on-one meetings, notice how the individual relates to other team members. Do relations appear cordial and productive? Tense and competitive? Judgmental or reserved?

- One way to assess judgment is to work with a person for an extended time and observe whether he is able to (1) make sound predictions and (2) develop good strategies for avoiding problems. Both abilities draw on an individual's mental models, or ways of identifying the essential features and dynamics of emerging situations and translating those insights into effective action.

- By the end of roughly the first 30 days, you should be able to provisionally assign people to one of the following categories: Keep in place. The person is performing well in her current job. Keep and develop. The individual needs development, and you have the time and energy to do it. Move to another position. The person is a strong performer but is not in a position that makes the most of his skills or personal qualities. Replace (low priority). The person should be replaced, but the situation is not urgent. Replace (high priority). The person should be replaced as soon as possible. Observe for a while. This person is still a question mark, and you need to learn more before you can make a definitive judgment about them.

- Using push and pull tools to motivate people

- Use the categories in table 7-2 to help craft your shared vision. Keep asking yourself, Why should people feel inspired to expend extra effort to achieve the goals we have defined for the organization?

- The following rules of thumb can help you figure out which decision-making process to use: If the decision is likely to be highly divisive—creating winners and losers—then you usually are better off using consult-and-decide and taking the heat. A build-consensus process will fail to reach a good outcome and will get everyone mad at one another in the process. Put another way, decisions about sharing losses or pain among a group of people are best made by the leader. If the decision requires energetic support for implementation from people whose performance you cannot adequately observe and control, then you usually are better off using a build-consensus process. You may get to a decision more quickly using consult-and-decide, but you may not get the desired outcome. If your team members are inexperienced, then you usually are better off relying more on consult-and-decide until you've taken the measure of the team and developed their capabilities. If you try to adopt a build-consensus approach with an inexperienced team, you risk getting frustrated and imposing a decision anyway, and that undercuts teamwork. If you're put in charge of a group with whom you need to establish your authority (such as supervising former peers), then you're better off relying on consult-and-decide to make some key early decisions. You can relax and rely more on building consensus once people see that you have the steadiness and insight to make tough calls.

- Even if people do not agree with the final decision, they often will support it if they feel (1) that their views and interests have been heard and taken seriously and (2) that you have given them a plausible rationale for why you made the call you did.

- BUILD YOUR TEAM—CHECKLIST What are your criteria for assessing the performance of members of your team? How are relative weightings affected by functions, the extent of required teamwork, the STARS portfolio, and the criticality of the positions? How will you go about assessing your team? What personnel changes do you need to make? Which changes are urgent, and which can wait? How will you create backups and options? How will you make high-priority changes? What can you do to preserve the dignity of the people affected? What help will you need with the team in the restructuring process, and where are you going to find it? How will you align the team? What mix of push (goals, incentives) and pull (shared vision) will you use? How do you want your new team to operate? What roles do you want people to play? Do you need to shrink the core team or expand it? How do you plan to manage decision making?

- To succeed in your new role, you will need the support of people over whom you have no direct authority.

- Discipline yourself to invest in building up “relationship bank accounts” with people you anticipate needing to work with later. Think hard about whether there are people you haven't met who are likely to be critical to your success.

- for each of your early-win initiatives, ask yourself which decision makers are essential for things to move forward. Together, these people are your winning alliances—the set of people who collectively have the power to support your agenda.

- Influence networks are channels for communication and persuasion that operate in parallel with the formal structure—a sort of shadow organization.

- Another strategy is to get your boss to connect you to key stakeholders. Request a list of the key people outside your group whom he thinks you should get to know. Then set up early meetings with them. (In the spirit of the golden rule of transitions, consider proactively doing the same thing when you have new direct reports coming on board: create priority relationship lists for them, and help them make contact.)

- Here are examples: Expertise Control of information Connections to others Access to resources, such as budgets and rewards Personal loyalty

- Draw Influence Diagrams It can be instructive to summarize what you learn about patterns of influence by drawing an influence diagram like the one for Alexia's situation shown in figure 8-1

- But be careful not to assume that people are adversaries. When you meet resistance, probe for the reasons behind it before labeling people as implacably opposed. Understanding resisters' motives many equip you to counter their arguments.

- "The enemy who is converted to the ally" is a powerful story that will resonate with others in the organization.

- There is a lot of good social psychology research showing that we overestimate the impact of personality and underestimate the impact of situational pressures in reaching conclusions about the reasons people act the way they do.

- Concerns about the implementation of agreements also fall into this category. People may believe that concessions offered by others will not really materialize and that they are better off fighting for the status quo than taking a chance.

- Consultation promotes buy-in, and good consultation means engaging in active listening.

- As you frame your arguments, keep in mind Aristotle's rhetorical categories of logos, ethos, and pathos.⁵ Logos is about making logical arguments—using data, facts, and reasoned rationales to build your case for change. Ethos is about elevating the principles that should be applied (such as fairness) and the values that must be upheld (such as a culture of teamwork) in making decisions. Pathos is about making powerful emotional connections with your audience—for example, putting forth an inspiring vision of what cooperation could accomplish.

- Framing arguments Use the following categories and questions to identify the types of arguments you need to make to convince people.

- research suggests that people prefer to operate in these ways: Remain consistent with strongly held values and beliefs. These values tend to be shared with important reference groups. People asked to engage in behavior inconsistent with their values or beliefs experience internal psychological dissonance. Remain consistent with their prior commitments and decisions. Failure to honor commitments tends to incur social sanctions,

and inconsistency is a signal of unreliability. People prefer not to make choices that require them to reverse themselves or that overtly constrain their future choices by setting undesirable precedents. Reciprocity is a strong social norm, and people are vulnerable to appeals for support that invoke past favors they've received. Preserve their reputations. Choices that preserve or enhance one's reputation are viewed favorably, whereas those that could jeopardize one's reputation are viewed negatively.

- Incrementalism refers to the notion that people can move in desired directions step-by-step when they wouldn't go in a single leap. Mapping out a pathway from A to B is highly effective, because each small step taken creates a new psychological reference point for people in deciding whether to take the next one.

- Sequencing means being strategic about the order in which you seek to influence people to build momentum in desired directions.⁶ If you approach the right people first, you can set in motion a virtuous cycle of alliance building.

- CREATE ALLIANCES—CHECKLIST What are the critical alliances you need to build—both within your organization and externally—to advance your agenda? What agendas are other key players pursuing? Where might they align with yours, and where might they come into conflict? Are there opportunities to build long-term, broad-based alliances with others? Where might you be able to leverage shorter-term agreements to pursue specific objectives? How does influence work in the organization? Who defers to whom on key issues of concern? Who is likely to support your agenda? Who is likely to oppose you? Who is persuadable? What are the motivations of pivotal people, the situational pressures acting on them, and their perceptions of their choices? What are the elements of an effective influence strategy? How should you frame your arguments? Might influence tools such as incrementalism, sequencing, and action-forcing events help?

- Guidelines for Structured Reflection

- If you cannot establish boundaries for yourself, you cannot expect others to do it for you.

- Not all stress is bad. In fact, there is a well-documented relationship between stress and performance known as the Yerkes-Dodson curve, illustrated in figure 9-1.2 Whether stress is self-generated or externally imposed, you need some stress (often in the form of positive incentives or consequences from inaction) to be productive. Without it, not much happens—you stay in bed munching chocolates.

- Understanding the Three Pillars of Self-Management

- Pillar 1: Adopt 90-Day Strategies

- As you progress through your transition, think about the challenges you're facing in light of the core challenges summarized in table 9-1, and identify the chapters to which you want to return.

- Pillar 2: Develop Personal Disciplines

- Pillar 3: Build Your Support Systems

- Build Your Advice-and-Counsel Network. No leader, no matter how capable and energetic, can do it all. You need a network of trusted advisers within and outside the organization with whom to talk through what you're experiencing. Your network is an indispensable resource that can help you avoid becoming isolated and losing perspective. As a starting point, you need to cultivate three types of advisers: technical advisers, cultural interpreters, and political counselors (see table 9-2

- You should also be thinking ahead. Because it takes time to develop an effective network, it's not too early to focus on what sort of network you will need in your next job. How will your needs for advice change?

- **MANAGE YOURSELF—CHECKLIST** What are your greatest vulnerabilities in your new role? How do you plan to compensate for them? What personal disciplines do you most need to develop or enhance? How will you do that? What will success look like? What can you do to gain more control over your local environment? What can you do to ease your family's transition? What support relationships will you have to build? Which are your highest priorities? What are your priorities for strengthening your advice-and-counsel network? To what extent do you need to focus on your internal network? Your external network? In which domain do you most need additional support—technical, cultural, political, or personal?

- Transition Coaching and Developmental Coaching Transition coaching is very different from developmental coaching. It's essential that transition coaches have the business acumen necessary to act as trusted advisers to leaders in transition. In addition, a thorough knowledge of the organization and its culture is a prerequisite for effectiveness. For this reason, it can be dangerous for newly hired leaders to bring in their own coaches, as they may lack experience with transitions as well as an understanding of the culture and political system the leader is entering.