

# **THE FIRST 90 DAYS**

**PROVEN STRATEGIES FOR GETTING UP  
TO SPEED FASTER AND SMARTER**

**UPDATED + EXPANDED**

**BY MICHAEL D. WATKINS**

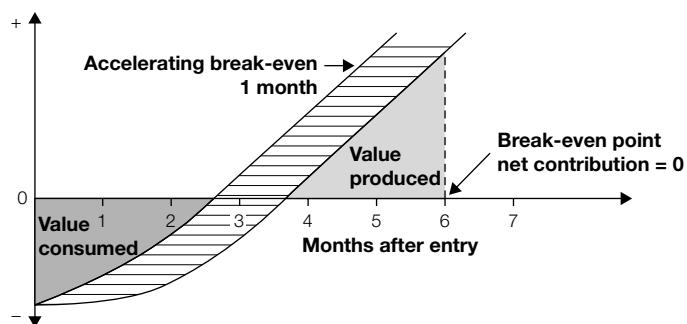
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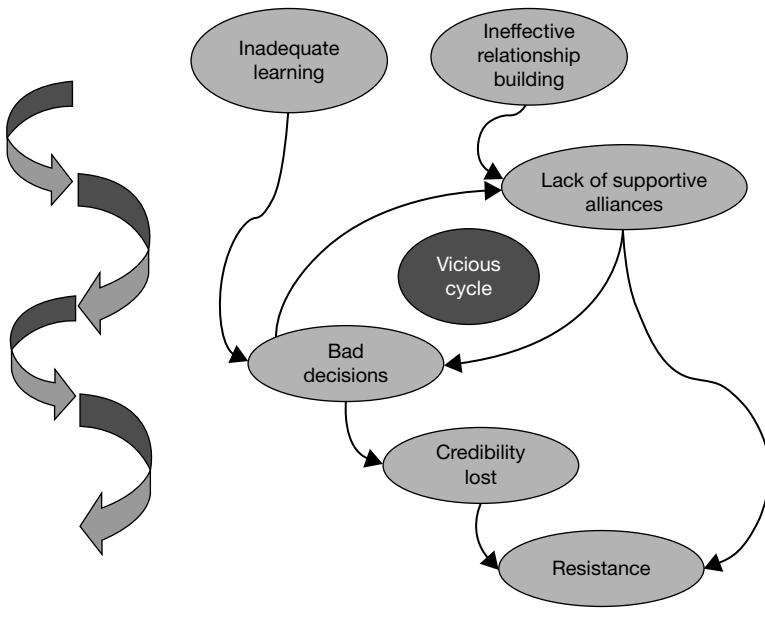
**FIGURE I-1**

### The break-even point



**FIGURE I-2**

### The vicious cycle of transitions



**FIGURE I-3**

### The virtuous cycle of transitions

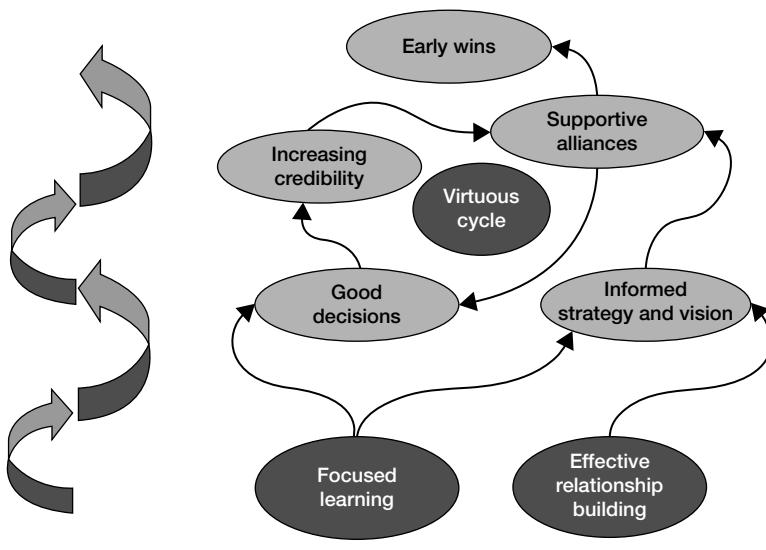


TABLE I-1

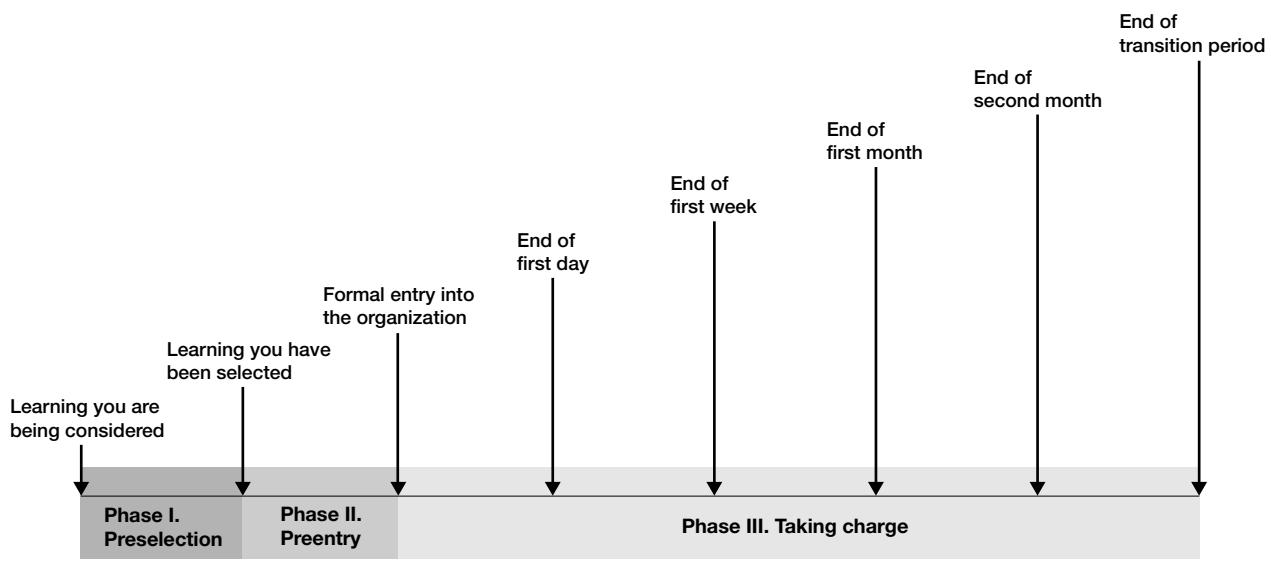
## Transition Risk Assessment

*To transition effectively, first identify the risks you face as you move into your new role using the Transition Risk Assessment. Start by checking off the types of transitions you are experiencing using the middle column. Then, for each item you checked, assess how challenging you are finding that particular shift on a 1–10 scale, where 1 means very easy and 10 means very difficult. Total the numbers in the right-hand column to get your Transition Risk Index (up to 100). The index gives you a sense of the magnitude of the challenge and the specific dimensions of your overall transition on which you most need to focus.*

Type of transition	Check each that applies	Assess relative difficulty for you (1–10)
Moving to a new industry or profession		
Joining a new company	Yes	7
Moving to a new unit or group in the same company		
Being promoted to a higher level	Yes	5
Leading former peers (assuming you have been promoted)		
Moving from one function to another (e.g., sales to marketing)		
Taking on a cross-functional leadership role for the first time		
Moving geographically	Yes-ish	3
Entering a new national or ethnic culture	Yes	4
Having to do two jobs at the same time (finishing old role while starting new one)		
Taking on a newly created role (as opposed to an existing role)	Yes	8
Entering an organization in which major change already is going on		
<b><i>Sum the numbers in the right-most column to calculate your Transition Risk Index</i></b>		<b>27</b>

**FIGURE I-4**

### Key transition milestones



**FIGURE 1-1**

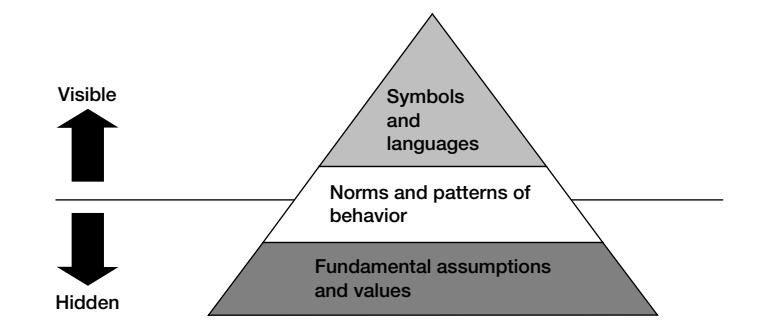
## Core promotion challenges

*For each core challenge there are corresponding strategies that newly promoted leaders should employ.*

What's really changed?	What should you do?
<b>Broader impact horizon.</b> There is a broader range of issues, people, and ideas to focus on.	Balance depth and breadth.
<b>Greater complexity and ambiguity.</b> There are more variables, and there is greater uncertainty about outcomes.	Delegate more deeply.
<b>Tougher organizational politics.</b> There are more powerful stakeholders to contend with.	Influence differently.
<b>Further from the front lines.</b> There is greater distance between you and the people executing on the ground, potentially weakening communication and adding more filters.	Communicate more formally.
<b>More scrutiny.</b> There is more attention paid to your actions by more people, more frequently.	Adjust to greater visibility.

**FIGURE 1-2**

### The culture pyramid



**TABLE 1-1**

## Onboarding checklists

### **Business orientation checklist**

- 
- As early as possible, get access to publicly available information about financials, products, strategy, and brands.
  - Identify additional sources of information, such as websites and analyst reports.
  - If appropriate for your level, ask the business to assemble a briefing book.
  - If possible, schedule familiarization tours of key facilities before the formal start date.

### **Stakeholder connection checklist**

- 
- Ask your boss to identify and introduce you to the key people you should connect with early on.
  - If possible, meet with some stakeholders before the formal start.
  - Take control of your calendar, and schedule early meetings with key stakeholders.
  - Be careful to focus on lateral relationships (peers, others) and not only vertical ones (boss, direct reports).

### **Expectations alignment checklist**

- 
- Understand and engage in business planning and performance management.
  - No matter how well you think you understand what you need to do, schedule a conversation with your boss about expectations in your first week.
  - Have explicit conversations about working styles with bosses and direct reports as early as possible.

### **Cultural adaptation checklist**

- 
- During recruiting, ask questions about the organization's culture.
  - Schedule conversations with your new boss and HR to discuss work culture, and check back with them regularly.
  - Identify people inside the organization who could serve as culture interpreters.
  - After thirty days, conduct an informal 360-degree check-in with your boss and peers to gauge how adaptation is proceeding.

**TABLE 1-2****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.*

Design of appraisal and reward systems 2	Employee morale 8	Equity/fairness 6
Management of financial risk 7	Budgeting 6	Cost-consciousness 6
Product positioning 8	Relationships with customers 6	Organizational customer focus 5
Product or service quality 10	Relationships with distributors and suppliers 6	Continuous improvement 8
Project management systems 7	Relationships among R&D, marketing, and operations 8	Cross-functional cooperation 8

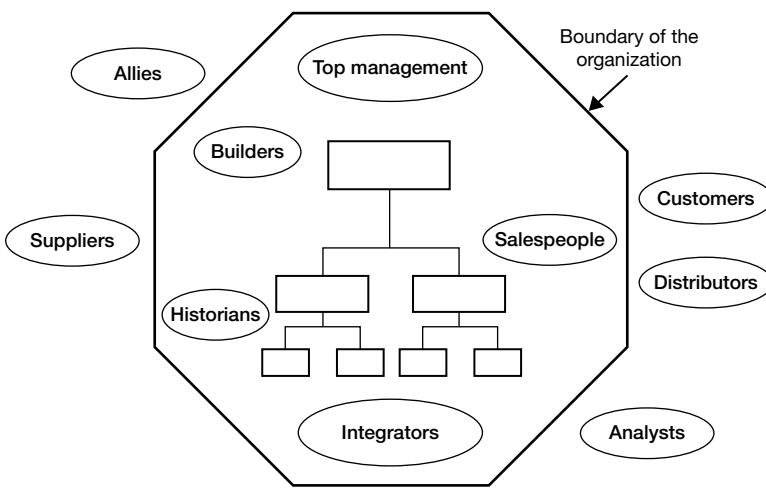
TABLE 1-3

**Preferences for problems and functions**

	Technical	Political	Cultural	Total
Human resources	2	8	6	16
Finance	7	6	6	19
Marketing	8	6	5	19
Operations	10	6	8	24
Research and development	7	8	8	23
Total	34	34	33	

**FIGURE 2-1**

## Sources of knowledge



**TABLE 2-1****Structured methods for learning**

<b>Method</b>	<b>Uses</b>	<b>Useful for</b>
Organizational climate and employee satisfaction surveys	Learning about culture and morale. Many organizations do such surveys regularly, and a database may already be available. If not, consider setting up a regular survey of employee perceptions.	Useful for managers at all levels if the analysis is available specifically for your unit or group. Usefulness depends on the granularity of the collection and analysis. This also assumes the survey instrument is a good one and the data has been collected carefully and analyzed rigorously.
Structured sets of interviews with slices of the organization or unit	Identifying shared and divergent perceptions of opportunities and problems. You can interview people at the same level in different departments (a horizontal slice) or bore down through multiple levels (a vertical slice). Whichever dimension you choose, ask everybody the same questions, and look for similarities and differences in people's responses.	Most useful for managers leading groups of people from different functional backgrounds. Can be useful at lower levels if the unit is experiencing significant problems.
Focus groups	Probing issues that preoccupy key groups of employees, such as morale issues among frontline production or service workers. Gathering groups of people who work together also lets you see how they interact and identify who displays leadership. Fostering discussion promotes deeper insight.	Most useful for managers of large groups of people who perform a similar function, such as sales managers or plant managers. Can be useful for senior managers as a way of getting quick insights into the perceptions of key employee constituencies.

(Continued)

**TABLE 2-1****Structured methods for learning (*continued*)**

<b>Method</b>	<b>Uses</b>	<b>Useful for</b>
Analysis of critical past decisions	Illuminating decision-making patterns and sources of power and influence. Select an important recent decision, and look into how it was made. Who exerted influence at each stage? Talk with the people involved, probe their perceptions, and note what is and is not said.	Most useful for higher-level managers of business units or project groups.
Process analysis	Examining interactions among departments or functions and assessing the efficiency of a process. Select an important process, such as delivery of products to customers or distributors, and assign a cross-functional group to chart the process and identify bottlenecks and problems.	Most useful for managers of units or groups in which the work of multiple functional specialties must be integrated. Can be useful for lower-level managers as a way of understanding how their groups fit into larger processes.
Plant and market tours	Learning firsthand from people close to the product. Plant tours let you meet production personnel informally and listen to their concerns. Meetings with sales and production staff help you assess technical capabilities. Market tours can introduce you to customers, whose comments can reveal problems and opportunities.	Most useful for managers of business units.
Pilot projects	Gaining deep insight into technical capabilities, culture, and politics. Although these insights are not the primary purpose of pilot projects, you can learn a lot from how the organization or group responds to your pilot initiatives.	Useful for managers at all levels. The size of the pilot projects and their impact will increase as you rise through the organization.

**TABLE 3-1****The STARS model**

<b>Start-Up</b>	<b>Turnaround</b>	<b>Accelerated growth</b>	<b>Realignment</b>	<b>Sustaining success</b>
Assembling the capabilities (people, financing, and technology) to get a new business or initiative off the ground	Saving a business or initiative widely acknowledged to be in serious trouble	Managing a rapidly expanding business	Reenergizing a previously successful organization that now faces problems	Preserving the vitality of a successful organization and taking it to the next level
<b>Challenges</b> Building the strategy, structures, and systems from scratch without a clear framework or boundaries  Recruiting and welding together a high-performing team  Making do with limited resources	Reenergizing demoralized employees and other stakeholders  Making effective decisions under time pressure  Going deep enough with painful cuts and difficult personnel choices	Putting in place structures and systems to permit scaling  Integrating many new employees	Convincing employees that change is necessary  Carefully restructuring the top team and refocusing the organization	Living in the shadow of the former leader and managing the team he or she created  Playing good defense before embarking on too many new initiatives  Finding ways to take the business to the next level
<b>Opportunities</b> You can do things right from the beginning.  People are energized by the possibilities.  There are no rigid preconceptions.	Everyone recognizes that change is necessary.  Affected constituencies offer significant external support.  A little success goes a long way.	The potential for growth helps to motivate people.  People will be inclined to stretch themselves and those who work for them.	The organization has significant pockets of strength.  People want to continue to see themselves as successful.	A strong team may already be in place.  People are motivated to continue their history of success.  A foundation for continued success (such as a long product pipeline) may be in place.

**TABLE 3-2**

### Diagnosing your STARS portfolio

*Use the table to identify the mix of STARS situations you face. First, identify which elements (projects, processes, products, perhaps even complete businesses) in your new responsibilities fall into the various STARS situations in the first column; list those elements in the second column. You need not have something in every category. Everything may be in turnaround, or it may be a mix of two or three types. Then use the third column to estimate the percentage of your effort that should be allocated to each category in the next 90 days, making sure it adds up to 100%. Finally, think about which of these situations you most prefer to do. If you also assigned that situation the highest priority, be sure that your preferences are not overly influencing your priorities.*

<b>STARS situation</b>	<b>Job element</b>	<b>Priority percentage</b>
Start-up		
Turnaround		
Accelerating growth		
Realignment		
Sustaining success		
		100

TABLE 3-3

### Leading change in turnarounds versus realignments

	Turnarounds	Realignments
<b>1. Organize to learn</b> Figure out what you most need to learn, from whom, and how you can best learn it.	Focus on technical learning (strategy, markets, technologies, and so on). Prepare to act quickly.	Focus on cultural and political learning. Prepare to act deliberately.
<b>2. Define strategic intent</b> Develop and communicate a compelling vision for what the organization will become. Outline a clear strategy for achieving that vision.	Prune noncore businesses.	Hone and leverage existing capabilities. Stimulate innovation.
<b>3. Establish A-item priorities</b> Identify a few vital goals and pursue them relentlessly. Think about what you need to have accomplished by the end of year 1 in the new position.	Make faster, bolder moves. Focus on strategy and structure.	Make slower, more deliberate moves. Focus on systems, skills, and culture.
<b>4. Build the leadership team</b> Evaluate the team you inherited. Move deftly to make the necessary changes; find the optimal balance between bringing in outside talent and elevating high potentials within the organization.	Clean house at the top. Recruit external talent.	Make a few important changes. Promote high potentials from within.
<b>5. Secure early wins</b> Think through how you plan to "arrive" in the new organization. Find ways to build personal credibility and energize the ranks.	Shift the organizational mind-set from despair to hope.	Shift the organizational mind-set from denial to awareness.
<b>6. Create supporting alliances</b> Identify how the organization really works and who has influence. Create key coalitions in support of your initiatives.	Gain support from bosses and other stakeholders to invest the required resources.	Build alliances sideways and down to ensure better execution.

**TABLE 3-4****STARS challenges and preferences**

Survey respondents were asked to identify which STARS situation they thought was the most challenging and which they most preferred (i.e., would choose if they could). The differences in their assessments are striking, particularly when the sums of the numbers for more action-oriented, authority-driven STARS situations (start-up, turnaround, and accelerated growth) are compared to those that call for more focus on learning, reflection, and influence (realignment and sustaining success).

<b>STARS situation</b>	<b>Most challenging</b>	<b>Most preferred</b>
Start-up	13.5%	47.1%
Turnaround	21.9%	16.7%
Accelerated growth	11.6%	16.1%
Realignment	30.3%	12.7%
Sustaining success	<u>22.6%</u>	<u>7.4%</u>
Total	<u>100%</u>	<u>100%</u>
Start-up, turnaround, or accelerated growth	47.1%	79.9%
Realignment or sustaining success	52.9%	20.1%

**TABLE 4-1**

### **The five conversations**

<b>Conversation</b>	<b>Current status</b>	<b>Priorities for the next 30 days</b>
<i>Situation:</i> How does your boss see your STARS portfolio?		
<i>Expectations:</i> What are you expected to accomplish?		
<i>Resources:</i> What resources do you have at your disposal?		
<i>Style:</i> How can you best work together?		
<i>Personal development:</i> What is going well, and what do you need to do differently?		

**TABLE 4-2**

### **Matching support to your situation**

<b>Situation</b>	<b>Typical roles for your boss</b>
Start-up	<ul style="list-style-type: none"><li>• Help getting needed resources quickly</li><li>• Clear, measurable goals</li><li>• Guidance at strategic breakpoints</li><li>• Help staying focused</li></ul>
Turnaround	Same as start-up, plus <ul style="list-style-type: none"><li>• Support for making tough personnel calls</li><li>• Support for changing or correcting external image</li><li>• Help cutting deeply enough, fast enough</li></ul>
Accelerated growth	Same as start-up, plus <ul style="list-style-type: none"><li>• Support for getting investment to fuel growth at the right rate in the right ways</li><li>• Help making the case for new systems and structures</li></ul>
Realignment	Same as start-up, plus <ul style="list-style-type: none"><li>• Help making the case for change, especially if you're from outside</li></ul>
Sustaining success	Same as start-up, plus <ul style="list-style-type: none"><li>• Constant reality testing: Is this a sustaining-success situation, or is it a realignment?</li><li>• Support for playing good defense and avoiding mistakes that damage the business</li><li>• Help finding ways to take the business to a new level</li></ul>

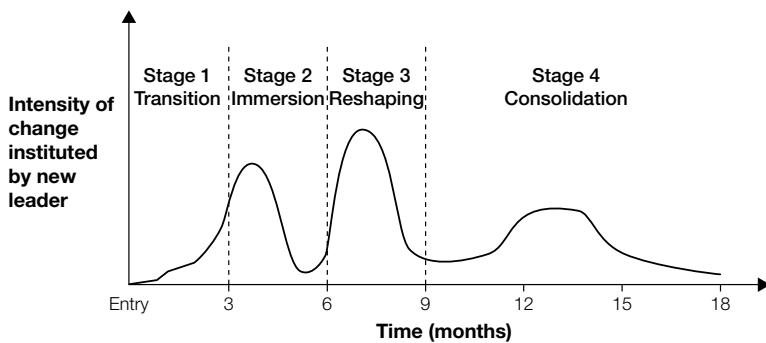
**TABLE 4-3**

## **The five conversations and your team**

*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.*

**FIGURE 5-1**

### Waves of change



**TABLE 5-1****Problematic behavior patterns**

Lack of...	Symptoms
Focus	<ul style="list-style-type: none"><li>The group can't clearly define its priorities, or it has too many priorities.</li><li>Resources are spread too thin, leading to frequent crises and firefighting. People are rewarded for their ability to put out fires, not for devising enduring solutions.</li></ul>
Discipline	<ul style="list-style-type: none"><li>People exhibit great variation in their levels of performance.</li><li>Employees don't understand the negative consequences of inconsistency.</li><li>People make excuses when they fail to meet commitments.</li></ul>
Innovation	<ul style="list-style-type: none"><li>The group uses internal benchmarks to measure performance.</li><li>Improvements in products and processes unfold slowly and incrementally.</li><li>Employees are rewarded for maintaining stable performance, not for pushing the envelope.</li></ul>
Teamwork	<ul style="list-style-type: none"><li>Team members compete with one another and protect turf rather than work together to achieve collective goals.</li><li>People are rewarded for creating fiefdoms.</li></ul>
Sense of urgency	<ul style="list-style-type: none"><li>Team members ignore the needs of external and internal customers.</li><li>Complacency reigns, revealed in beliefs such as, "We're the best and always have been" and "It doesn't matter if we respond immediately; it won't make any difference."</li></ul>

**TABLE 5-2**

### **Early wins evaluation tool**

*This tool helps you assess the potential of candidate focal points for getting early wins. Complete one for each candidate focal point, carefully answering the evaluation questions. Then total the scores for the evaluation question, and use the result as a rough indicator of the potential.*

**CANDIDATE EARLY WIN** \_\_\_\_\_

*For each of the following questions, circle the response that best describes the potential.*

	<b>Not at all</b>	<b>To a small extent</b>	<b>Somewhat</b>	<b>To a significant extent</b>	<b>To a great extent</b>
Does the focal point offer an opportunity to make a substantial improvement in the performance of your unit?	0	1	2	3	4
Is this improvement achievable in a reasonably short time with available resources?	0	1	2	3	4
Would success also help lay the foundation for achieving agreed-to business goals?	0	1	2	3	4
Will the process used to achieve the win help you make needed changes in behavior in the organization?	0	1	2	3	4

*Now total the numbers that you circled, and fill in that number here:* \_\_\_\_\_

*The result will be a number between 0 and 16 that is a rough measure you can use to compare the attractiveness of candidate focal points. Use common sense in interpreting these numbers. If the candidate scores 0 on the first question, for example, it doesn't matter if it scores 4's on all the others.*

**TABLE 5-3**

## **FOGLAMP project checklist**

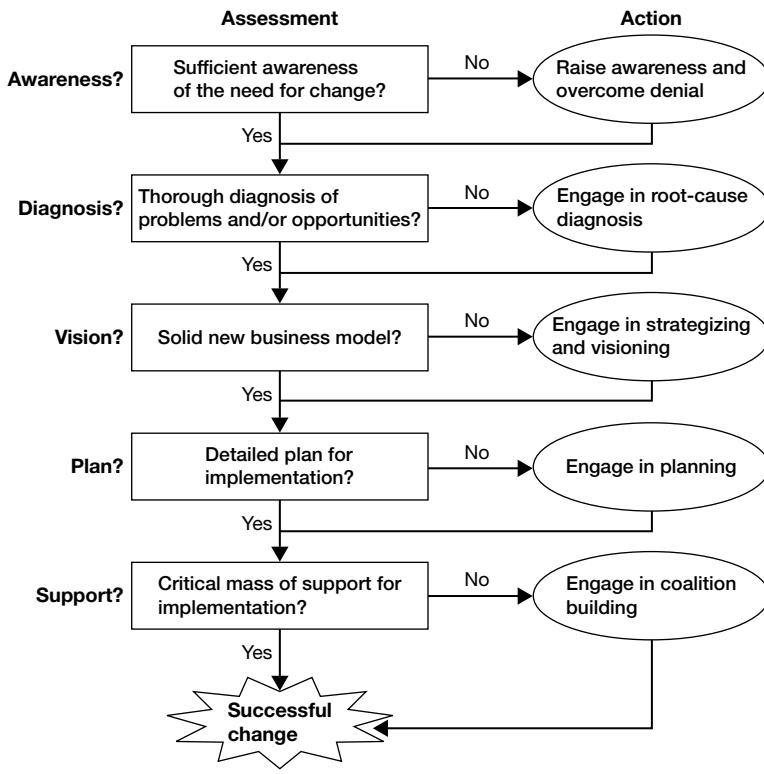
*FOGLAMP is an acronym for focus, oversight, goals, leadership, abilities, means, and process. This tool can help you cut through the haze and plan your critical projects. Complete the table for each early-win project you set up.*

*Project:* \_\_\_\_\_

<b>Question</b>	<b>Answer</b>
<b>Focus:</b> What is the focus for this project? For example, what goal or early win do you want to achieve?	
<b>Oversight:</b> How will you oversee this project? Who else should participate in oversight to help you get buy-in for implementing results?	
<b>Goals:</b> What are the goals and the intermediate milestones and time frames for achieving them?	
<b>Leadership:</b> Who will lead the project? What training, if any, do they need in order to be successful?	
<b>Abilities:</b> What mix of skills and representation needs to be included? Who needs to be included because of their skills? Because they represent key constituencies?	
<b>Means:</b> What additional resources, such as facilitation, does the team need to be successful?	
<b>Process:</b> Are there change models or structured processes you want the team to use? If so, how will they become familiar with the approach?	

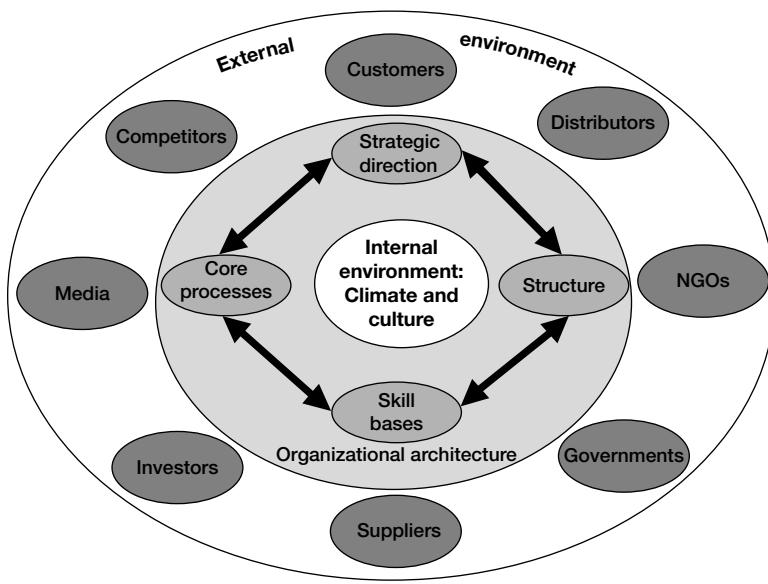
**FIGURE 5-2**

### Diagnostic framework for managing change



**FIGURE 6-1**

### Elements of organizational architecture

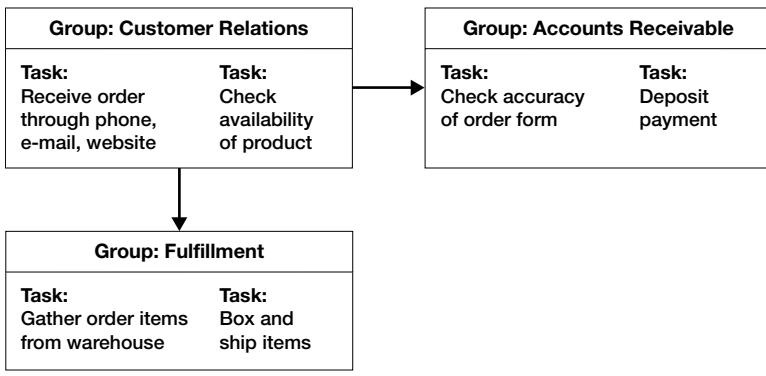


**TABLE 6-1****Process analysis example**

<b>Production/Service-delivery processes</b>	<b>Support/Service processes</b>	<b>Business processes</b>
Application processing	Collections	Quality management
Credit screening	Customer inquiry	Financial management
Credit card production	Relationship management	Human resource management
Authorizations management	Information and technology management	
Transaction processing		
Billing		
Payment processing		

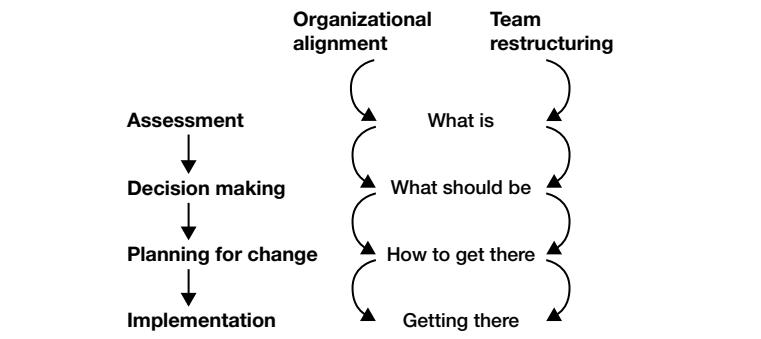
**FIGURE 6-2**

### A process map



**FIGURE 7-1**

### Synchronizing architectural alignment and team restructuring



**TABLE 7-1**

**Assessment of evaluative criteria**

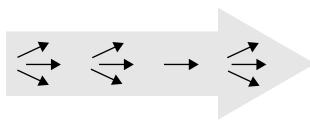
Evaluative criteria	Relative weights (Divide 100 points among the six issues)	Threshold issue (Designate with an asterisk)
Competence		
Judgment		
Energy		
Focus		
Relationships		
Trust		

**FIGURE 7-2**

### Using push and pull tools to motivate people

#### Push tools

- Incentives
- Reporting system
- Planning processes
- Procedures
- Mission statement



#### Pull tools

- Shared vision
- Teamwork

**TABLE 7-2**

### **Inspirations for vision statements**

Feeling committed? <ul style="list-style-type: none"><li>• Commitment to an ideal</li><li>• Sacrifice to realize the ideal</li></ul>	Achieving great results? <ul style="list-style-type: none"><li>• Drive for excellence, quality, and continuous improvement</li><li>• Provide challenging opportunities</li></ul>
Making a contribution? <ul style="list-style-type: none"><li>• Service to customers and suppliers</li><li>• Create a better society and a better world</li></ul>	Being part of a team? <ul style="list-style-type: none"><li>• Teamwork and constant concern for the good of the team</li><li>• A climate that emphasizes personally rewarding work in groups</li></ul>
Promoting individual growth? <ul style="list-style-type: none"><li>• Respect for the individual, expressed as elimination of exploitative or patronizing practices</li><li>• Provide the means for people to reach their potential</li></ul>	Having control of one's destiny? <ul style="list-style-type: none"><li>• Quest to be dominant and in control</li><li>• Rewards, recognition, and status—individually and for the organization</li></ul>
Embodying trust and integrity? <ul style="list-style-type: none"><li>• Ethical and honest behavior</li><li>• Fairness</li></ul>	

**TABLE 8-1**

### **Identifying influential players**

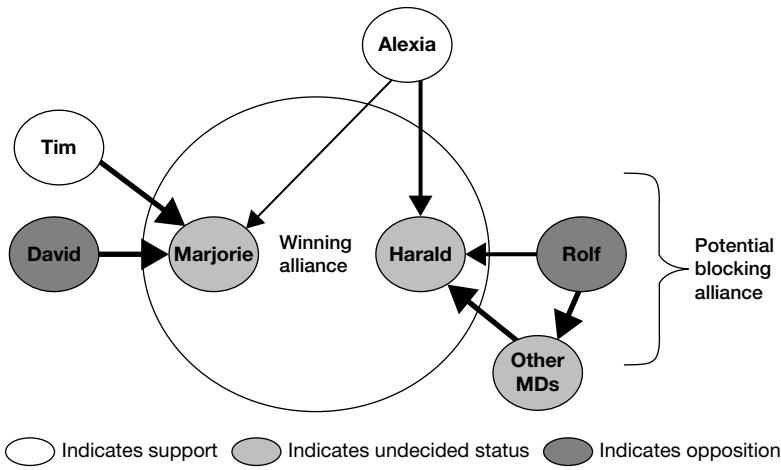
*Start to map your influence landscape by identifying influential players, what you need them to do, and when you need them to do it.*

<b>Who</b>	<b>What</b>	<b>When</b>

**FIGURE 8-1**

## Alexia's influence diagram

*This diagram illustrates the key influence relationships that will shape decision making on the issues Alexia Belenko is trying to address in her organization.*



**TABLE 8-2**

**Analyzing motivations, driving and restraining forces, and alternatives**

*Use this table to assess what motivates pivotal players, as well as the driving and restraining forces acting on them, and their perceptions of their alternatives (what choices they believe they have).*

Pivot players	Motivations	Driving and restraining forces	Alternatives

**TABLE 8-3**

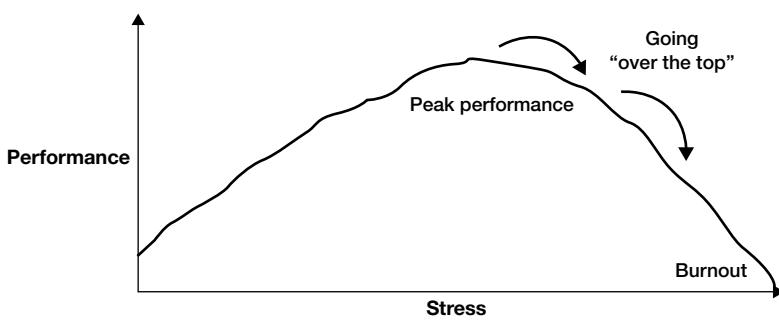
## Framing arguments

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

Logos—data and reasoned arguments	<ul style="list-style-type: none"><li>• What data or analysis might they find persuasive?</li><li>• What logic(s) might appeal to them?</li><li>• Are there biases to which they are falling prey and, if so, how might you demonstrate this?</li></ul>
Ethos—principles, policies, and other “rules”	<ul style="list-style-type: none"><li>• Are there principles or policies that they could be convinced should operate here?</li><li>• If you are asking them to act counter to a principle or policy, can you help them justify making an exception?</li></ul>
Pathos—emotions and meaning	<ul style="list-style-type: none"><li>• Are there emotional “triggers,” for example loyalty or contribution to the common good, to which you could appeal?</li><li>• Can you help them create a sense of meaning by supporting or opposing a cause?</li><li>• If they are reacting too emotionally, can you help them step back and get perspective?</li></ul>

**FIGURE 9-1**

**Yerkes-Dodson human performance curve**



**TABLE 9-1**

### **Assessment of core challenges**

<b>Core challenge</b>	<b>Diagnostic questions</b>
Prepare yourself.	Are you adopting the right mind-set for your new job and letting go of the past?
Accelerate your learning.	Are you figuring out what you need to learn, whom to learn it from, and how to speed up the learning process?
Match your strategy to the situation.	Are you diagnosing the type of transition you face and the implications for what to do and what not to do?
Negotiate success.	Are you building your relationship with your new boss, managing expectations, and marshaling the resources you need?
Secure early wins.	Are you focusing on the vital priorities that will advance your long-term goals and build your short-term momentum?
Achieve alignment.	Are you identifying and fixing frustrating misalignments of strategy, structure, systems, and skills?
Build your team.	Are you assessing, restructuring, and aligning your team to leverage what you're trying to accomplish?
Create alliances.	Are you building a base of internal and external support for your initiatives so that you're not pushing rocks uphill?

**TABLE 9-2****Types of advisers**

Type	Role	How they help you
Technical advisers	Provide expert analysis of technologies, markets, and strategy	They suggest applications for new technologies. They interpret technical data and provide analysis. They provide timely and accurate information.
Cultural interpreters	Help you understand the new culture and (if that is your objective) adapt to it	They provide you with insight into cultural norms, mental models, and guiding assumptions. They help you learn to speak the language of the new organization.
Political counselors	Help you deal with political relationships within your new organization	They help you implement the advice of your technical advisers. They serve as a sounding board as you think through options for implementing your agenda. They challenge you with what-if questions.

**TABLE 9-3**

**Assessment of your advice-and-counsel network**

	<b>Technical advisers</b>	<b>Cultural interpreters</b>	<b>Political counselors</b>
Internal advisers and counselors (inside your new organization)			
External advisers and counselors (outside your new organization)			

**FIGURE 10-1**

### Transition Heat Map

The Transition Heat Map is a tool for summarizing the most important transition acceleration priorities in your organization, as shown in the example below. Start by listing the key organizational units or groups or projects in the left-hand column. Then identify any major change events that are occurring in each of these units, groups, projects. Finally assess the relative intensity of key types of transitions—onboarding, promotion, geographic moves, and lateral moves—that are occurring in each organization. The result is a summary that you can use to communicate about priorities.

Organizational unit	Major change events	Transition intensity			
		Onboarding	Promotion	Geographic moves	Lateral moves
Unit A	Rapid growth	High	Low	High	Medium
Unit B	Turnaround	Medium	Low	Low	High
Unit C	Acquisition	None	Low	Medium	High

**TABLE 10-1****Reasons for transition failures****Reasons that apply to all transitions**

- Insufficient clarity about expectations and mandates. Leaders are not given enough information, or conflicting information, about what they need to do to be successful.
- Not taking the STARS situation into account in hiring and promotion. Leaders are selected without enough attention being given to whether they're best suited for the challenges of the situation—for example, putting a person who is great at turnarounds in a sustaining-success or realignment situation.
- Pushing leaders to make leaps that are too big. Leaders are placed in new roles with very high levels of transition risk; they take on too much, and fail.
- Having a Darwinian leadership culture. Leaders are not provided with adequate support during transitions, perhaps because the culture misguidedly reinforces a sink-or-swim approach to leadership development.

**Promotion-specific reasons**

- People are promoted only because they're good at their current jobs. Leaders are not evaluated adequately on their ability to be effective at higher levels.
- Training is provided too late or not at all. Leaders do not receive training (or receive it many months later) in the skills they need to be effective and so lose the opportunity to build credibility during their transitions.
- Leaders are required to do their old jobs *and* their new ones. The company does a poor job of succession planning, causing newly promoted leaders to expend energy on their old roles at the most critical period in their new ones.

**Onboarding-specific reasons (also applies to moves between units)**

- Cultural fit is not taken into account in recruiting. Leaders are hired because they have certain capabilities, whether or not they're a good fit for the culture.
- Support for cultural adaptation is not provided. Newly hired leaders are expected to figure out the culture on their own and make unnecessary early mistakes.
- Support is not provided for identifying and connecting with key stakeholders. Newly hired leaders are expected to figure out on their own who will have influence over their success, and they don't make the right connections early enough.

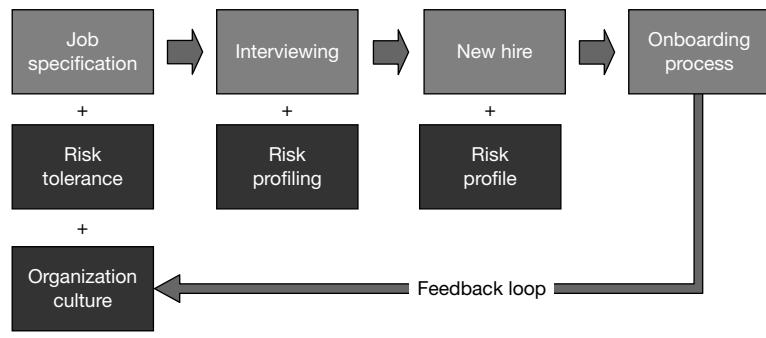
**TABLE 10-2**

### **Transition versus developmental coaching**

<b>Transition coaching</b>	<b>Developmental coaching</b>
<ul style="list-style-type: none"><li>• Coach helps leader to<ul style="list-style-type: none"><li>– Assess both the business situation and himself in his new role</li><li>– Create a strategy to build momentum</li><li>– Create a strategy for managing himself</li><li>– Develop an action plan</li></ul></li><li>• Coach's business acumen ensures right mix of advice and behavioral coaching</li></ul>	<ul style="list-style-type: none"><li>• Coach helps leader to<ul style="list-style-type: none"><li>– Assess existing competencies and behaviors</li><li>– Identify gaps in competencies as well as dysfunctional behaviors</li><li>– Correct these challenges and build key competencies</li></ul></li></ul>

**FIGURE 10-2**

### Linking recruiting and onboarding



**TABLE 10-3**

### The development grid

*The rows represent functions in which you have worked, and the columns represent types of business situations you have experienced. Chart every position you have held, plus any major project or task force assignments. For example, if your first job was in marketing in an organization (or unit) in the midst of a turnaround, place a circled 1 (indicating your first management position) in the corresponding cell of the matrix. If your next position was in sales in a new unit (or dealing with a new product or project)—a start-up situation—enter a circled 2 in that cell. If at the same time you were on a task force dealing with operations issues for the start-up, enter a 2 inside a triangle (indicating a project assignment) in the appropriate cell. Record all your jobs, and then connect the dots to illuminate your professional trajectory. Are there any blank columns or rows? What do they signify about your readiness for new positions? About your potential blind spots?*

	Start-up	Turn-around	Accelerated growth	Realign-ment	Sustaining success
Marketing					
Sales					
Finance					
Human resources					
Operations					
R&D					
Information management					
Other					