

# Leading When YOU Are the Change

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**The most critical time for new leaders to establish themselves and build influence with key constituents is the first three months in their new position.**

## **As a new Leader,**

- Partner with their own manager on milestones, metrics, roles, expectations, decision-making authority and the communication process during the transition.
- Conducting introductory/fact-finding discussions with direct reports and key peers.
- Establish and document performance expectations with direct reports. Never underestimate an employee's need to know what success looks like to you. No two managers have the same expectations.
- Assess and build relationships with key stakeholders within the organization.
- Manage direct reports in a virtual organization where all team members are not in the same geographic location.
- Identify communication processes that include "feedback loops" that enable the leader to quickly get "plugged into" the organization.
- Build a strong sense of teamwork and collaboration within the team.

## **Meet with your leader and ask the following:**

- What would I need to accomplish in the next 6 months for you to feel that I was doing a great job?
- In your view, what problems in our area carry the highest priority?

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- What is your number one priority in the next 6 months?
- How will I know if my performance is meeting your expectations?
- How do you like to be kept informed on the status of key projects or initiatives?
- What are the ground rules for calling you at home?
- Do you have any topics or issues about which you feel strongly, that I should know about?
- Who are the people in the organization that would be important for me to get to know?

### **Meet individually with your direct reports and ask the following:**

- What do you find most satisfying, challenging and frustrating about your current role?
- What are your key areas of focus or priority?
- What do you consider your greatest accomplishments or areas of contribution?
- What are the greatest barriers you face in performing your job?
- What are your concerns about the department and about me?
- What could I do that would be helpful to you in your job?