

## NEW LEADERSHIP ROLE – QUESTIONS / CHECK LIST

1. Mission critical <b>immediate needs</b> :	
▪ Company / department <b>organogram</b> with names and peer group?	
▪ A <b>buddy</b> - amongst the peer group?	
▪ Your <b>office requirements</b> , cell, computer access, secretary, email address, etc. ?	
▪ A <b>plant / office layout drawing</b> ?	
▪ A <b>process / business flow diagram</b> ?	
▪ A draft <b>training program</b> / schedule?	
▪ <b>Safety &amp; Security</b> induction?	
2. <b>Change Management</b> technology:	
• What is the <b>present situation</b> and what do you want to <b>build</b> on or expand?	
• What do you want to do <b>different</b> - what's wrong and needs fixing in your area?	
• What is within your <b>circle of influence</b> and under your control, <u>not</u> circle of <b>concern</b> ?	
• What does my <b>environmental map</b> look like - internal & external?	
• What does the <b>power field</b> look like?	
• What does the informal versus formal <b>organization</b> look like?	
• Apply the <b>change equation</b> to the situation and how can you raise the dissatisfaction?	
• What is your main <b>thrust</b> or theme – one phrase slogan (FEDEX = <u>overnight</u> express)?	
3. What are you going to do differently so that people will <b>notice the change = YOU</b> ?	
4. Your list of <b>quick hits</b> < 3 months?	
5. What are the <b>key data</b> of the operation – plant, process, production, product and people?	
6. What are the <b>key issues</b> facing you in your new role?	
7. What do you see as the <b>key success factors</b> to being a successful in you new role?	
8. How will you become a <b>legitimate leader</b> - gain entry - Einspruchsrecht - give <u>not</u> take?	
9. Senior manager's <b>expectations</b> ? - <b>DO NOT</b> assume!	
• What do they <b>want to see</b> happen and how will they <b>measure</b> it?	
• How will they evaluate you taking on the new <b>responsibility</b> - mission-critical?	
10. <b>Limits of authority</b> - in writing	
• <b>Freedom</b> to act and in decision making?	
• Need for <b>approval</b> > insurance policy = ask then act; act then inform; carte blanche?	
• Hire & fire and salaries & <b>rewards</b> ?	
• <b>Pricing</b> & sales and marketing?	
• <b>Rules</b> , procedures & policy?	
• <b>Operational</b> / <b>Capital</b> expenditure and budget?	
• Freedom to exercise <u>your leadership</u> style and make <u>your mark</u> ?	
11. What is the <b>Strategy &amp; Business Plan</b> > <u>know the key elements in your sleep!</u>	
12. Do you know where you want to go - what is your <b>vision</b> of the future and share it?	
13. What are the core <b>values</b> and the <b>mission</b> ?	
14. What are the <b>team behaviors &amp; culture</b> ?	
15. Personal interviews of main stakeholders > <u>Ask / listen</u> for <b>problems &amp; opportunities</b> ?	
16. <b>Sharing with boss</b> of personal information - background, what drives you, interests, etc. ?	
17. <b>Personal information</b> of <u>your</u> people like family names, birthday, background?	
18. What are <u>your expectations</u> of the new position - <u>you</u> have a right to meet those as well?	
19. Have you <b>agreed &amp; shared</b> all this with your boss and your team?	
20. Have you shared what <b>drives / turns you off</b> , what you intend to deliver and <b>expect</b> ?	

**Write all the above information and data down, preferably in your diary, so you can refer to it frequently!**

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## You have to lift yourself to a different level of ‘operating’!

There is a natural tendency to slip back into your old familiar role and comfort zone of doing what you are good at and in which you have developed your expertise, thus favouring those tasks that you have already mastered. **NOW** is the time to change your **habits** and move away from being an ‘operator’ or doer of the work to a true leader.

To change your habits identify your mastery areas and make them a **NO GO** area for you for the next three months. Change the way you spend your time. Your diary should show a definite shift from what you used to do = lots of activities to:

- **Strategic thinking** and co-ordination > vision - priorities - resources - organization
- **Leadership** > motivation - people development - planning - driving results
- **Change agent** > looking for opportunities - risk taking

**REMEMBER** the golden rule:

**TAKE MORE TIME NOW,  
TO WASTE LESS TIME LATER**

**TAKE TIME NOW TO LEARN QUICKLY AND EFFECTIVELY, SO THAT YOU CAN BECOME PRODUCTIVE MUCH FASTER – AVOID BEING DRAWN INTO THE ROUTINE OPERATION AND MEETINGS, AS YOU ARE IN ANY EVENT NOT YET FAMILIAR / COMPETENT TO REALLY CONTRIBUTE.**

**YOUR OBJECTIVE IS TO GET UP TO  
SPEED AS FAST AS YOU CAN!**

**Finally, nobody knows you in your new company,  
So, you can choose whoever you want to be,  
but do not forget the tough part is that you  
have to live up to that choice, with integrity!**

***Jürgen Tietz***