

Avoid Growing Pains of the New Leadership Role

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Are you currently in a new leadership position? Expect it to take somewhere between 60 and 90 days to acclimate to your new environment. Be willing to listen and observe without making immediate judgments. Become familiar with day-to-day operations to gain an understanding of the tasks people perform. Identify and make alliances with the key players, the informal leaders who contribute the most to the success of the organization. Find out what your constituents (both internal and external) think. What's working? What's not?

Include key people in the planning stages of any organizational changes you want to implement. First, get buy-in, then engage the informal leaders as allies to influence others. Don't try and change too many things too quickly. For major changes, draft a phased plan with plateaus built in to allow people time to rest and catch their breath before making the climb to the next level.