

Catapult New Leaders into Action

Accelerate effectiveness during transition

Narrative:

Bring new executives rapidly up to speed by sharing norms, history, and significant events. Improve communication and information flows by increasing trust. Identify critical issues facing the organization. Clearly, define both opportunities and threats facing the organization. Place on a timeline the crucial events confronting success for the next ninety days. Create an action agenda for the next ninety days, the next six months, and the next twelve months. At closure, everyone leaves with the same information, working plans, and good expectations for the future way of working together.

Purpose:

To clearly identify the needs of the executive's organization, develop programs to meet those needs, and plan action to accomplish those programs.

Goals:

- To identify strengths, weaknesses, threats, and opportunities within the organization.
- To develop a list of issues: quick wins, high returns, greatest needs for prosperity.
- To develop strategy, tactics, operations to make rapid change for prosperity.
- To develop commitment to achieving organization's goals.
- To clarify the process of communication and promote the free exchange of information at all levels of management.
- To know what you don't know and to quantify the source and magnitude of risk.

Outline:

- Assessment
 - Brief Key People
 - Conduct Probe Interviews
- Transition
 - Share Perceptions of Organization
 - Write Purpose Statement
 - Develop Mission Goals and Objectives
 - Reach Agreement on Purpose Statement
 - Reach Agreement on Mission Goals
 - Obtain Support of Other Departments
- Action Planning
 - Identify Milestones
 - Identify Key Tangible Deliverables
 - Identify Critical Metrics