

You're in Charge - Now What? Ensuring Delivery

Congratulations! You have earned your role by gaining the acceptance of the Board to deliver the mandate for the company. The emerging practice on expectations management is to chart a plan for the first 100 days. The typical expectations both in government and business enterprises include priorities, vision, strategy, structure, team, roadmap, and execution process steps.

Define Priorities

Understand the reasons why you were brought in. It could be for crisis management, long term value generation, operations streamlining, or a combination of these. Your priorities should address these first. Seek a board level committee to design your first 100 days plan chaired by you. Agree on the priorities with the Board to get their backing through the implementation.

Vision, Strategy, and Structure

All the above should be driven by the priorities agreed upon with the Board. The focus should be to define the direction, approach & measures, and execution with course correction controls.

Your Team

Your team should be an extension of your leadership, projecting your vision, values, objectives and requirements. Before initiating your strategic agenda, assess whether you have the people who can hone it, own it and implement it.

The team you build is a reflection of you, but don't fall into the trap of making it a carbon copy of your skills. You need to find others whose skills and strengths complement rather than supplement yours. Assess each executive for fitment in to the roles that you have designed, and get the right people (from within and from outside). Also, have floats in your team to serve as think tank and pitch in with execution when needed. Engage your human capital developer to bring in new and also handle outplacement.

Don't assume that someone who was less effective before will not be effective in the future – a new environment and leadership style may cause that person to blossom. Likewise, don't rule out managers who disagree with your views. Their willingness to challenge the status quo can be a great asset to a group, forcing it to question assumptions.

Can the team serve the company going forward? The team must match in passion and commitment in the execution of your strategy. Conduct an aligned aspirations audit in your team to count on their collective contribution. Weed out political agendas to ensure delivery!

Meanings will be read into every personnel change you make. Left unexplained, rumour and speculation will abound. Who you recruit also sends signals about your management style and expectations so it's critical that you clarify and communicate your objectives from the start.

Summary

Make your first 100 days count! A strong vision, execution strategy, the structure for delivery, a visible roadmap, and a committed team will help you achieve greatness over mere success. All the best!