

The Newly Appointed Leader Dilemma

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Summary

The newly appointed leader dilemma is a phenomenon that exists because today's organizations have very high expectations for results, and these results need to be achieved in a shorter period of time than ever before. Little, if any, time is allotted for the new leader to learn the job. The fastest and the strongest survive. Based on recent interviews and polling of over one thousand executives, approximately 40% of newly appointed leaders prove to be disappointing, are terminated, or leave the job voluntarily within 12-18 months of their appointment. Based on the reasons for failure, as cited by top executives polled, there are 15 recommendations for newly appointed leaders to maximize their opportunity to succeed. These include:

1. Confirm your appointment charter.
2. Conduct a comprehensive stakeholder analysis in order to build effective partnerships.
3. Intentionally accelerate your job learning process including skills, knowledge, and culture.
4. Build strong first impressions.
5. Establish a clear communications strategy.
6. Deal effectively with unsuccessful candidates for your position.
7. Create empowering relationships and a learning culture.
8. Design your vision and mission with involvement of others.
9. Create a 12-month roadmap to achieve your key business and functional goals.
10. Diagnose and assess your organization's health and effectiveness.
11. Select, build, and train your high performing leadership team.
12. Implement necessary change processes.
13. Decide what key initiatives must be taken and with whom.
14. Seek out and obtain as much help, assistance, and coaching as you can get.
15. Give full consideration to the cultural issues and power base you will need to accomplish your objectives.

Introduction

The Newly Appointed Leader Dilemma is prevalent in today's organizations. The expectations for results are as high or higher than they have ever been, but the patience of key decision makers to achieve those results is the lowest that it has ever been. It is the executive's blessing and curse of the mid-1990's. Great opportunities—large potential