

We are pleased to introduce the nineteenth issue of intoaction's *Exploring New Pathways*. The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.

Warmly,

Céline Brillet

into  action

Exploring New Pathways

issue 19

9 November 2009

"Transition failures happen when new leaders either misunderstand the essential demands of the situation or lack the skill and flexibility to adapt to them." *Michael Watkins* **How much do you know about your new situation?**

Prepare your transition

Few companies spend time preparing their new leaders to be efficient and effective in their new roles, thus making transitions very challenging undertakings. intoaction will dedicate a series of newsletters to the topic of transition.

Very often when we step into a new role, we dive in, head first, without considering the job description associated with the new function. Some of us continue with a "business as usual" approach, deploying the same skills that brought us success in our previous role. Sometimes we even go as far as juggling our old role and our new role at the same time, either because we have been asked to do so, or because we are resisting letting go of something we know how to do very well.

What might be the impact of not taking the time to assess the key success factors associated with a new function? What pushes us to continue using the same skills and thereby resisting to fully embrace a new role? What might get in the way of transitioning into a new position?

The first key to success during a transition is to take the time to consider the differences between the two jobs and identify where you might have to act or think differently - prepare your transition. This involves letting go of your previous role in order to fully step into the new one. When thinking about your new responsibilities, it is useful to establish specific milestones which will serve as a guide during your transition.

The second key to success is to identify what areas you are strongest in and what areas you might be most vulnerable in, within your new role. Identifying your vulnerabilities will

enable you to determine how to tackle them. It is crucial to keep in mind that the strengths that made you successful in your previous role could well be liabilities in your new role eg. a transition from a technical role to a managerial role.

The third key to success is to recognize that there will be a lot to learn in a very short period of time. Typically, you have 90 days to prove yourself in a new role. Although being outside of your comfort zone may create some feelings of incompetence and vulnerability, this is a rite of passage for all new leaders. It is therefore crucial to quickly identify the most efficient and effective way to get yourself up to speed.

The fourth key to success is to develop a strong network around you: 1. experts within the company, who will help you get the work done, 2. political counselors who will advise you on how to navigate the politics of the organization, and, 3. trusted personal advisers who will act as objective sounding boards.

The last key to success is to be wary of, and to find a way to manage, those who will have difficulty in accepting your promotion: your previous boss, friends and former peers within the organization, and your new reports.

My invitation is:

- Write a job description for your new role
- Identify the key success factors of your new position
- Analyze your strengths and vulnerabilities
- Devise a learning strategy
- Develop the right network

Note: Concepts presented in this newsletter were inspired by Michael Watkins' book **The First 90 Days**.

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Top 8 reasons to partner up with a coach

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

intoaction helps Executives and Entrepreneurs achieve their desired results through individual and team coaching, as well as through workshops devoted to developing leadership skills, managing change successfully, and enhancing team effectiveness. <http://www.intoaction.eu/>



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