



First 100 + Days Leadership Transitions

Martha Maznevski

Professor of Organizational Behavior & International Management

Director of the MBA Program

Congratulations
on the new job.
You'll be super.



Omigosh...
what now?

Three steps to preparing yourself

1. What are the key tasks?
2. How do I prioritize them?
3. How do I lead?

Learn

Do

**Relate
Externally**



Achieve

Delegate

**Relate
internally**

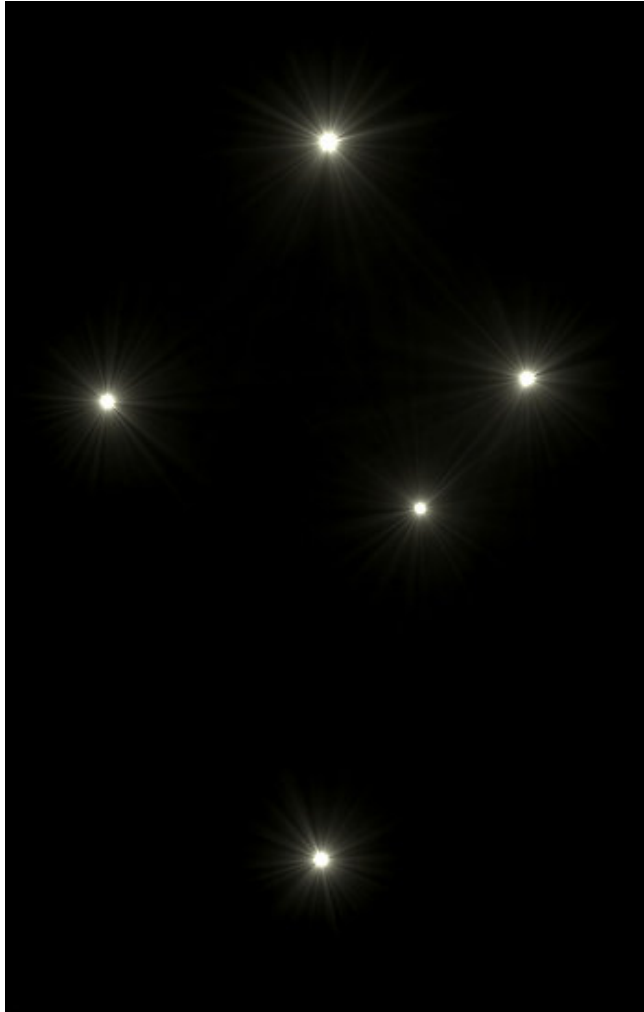
Build a Team



The dilemmas are particularly acute – how you manage each makes a big difference

- **Learn**
 - Assess the situation, get to know people's strengths and contributions
- **Do**
 - Show your capabilities, your own contributions, make a difference, get things done
- **Relate internally**
 - Get to know people in the company, pay attention, be accessible, support them
- **Build a team**
 - Get *your* team identified, committed, working well together. Inspire with purpose, engage hearts and minds. Establish norms, trust, collaboration.
- **Achieve**
 - Demonstrate results and improvements by making changes
- **Delegate**
 - Work through others, empower others, prevent yourself from burning out
- **Relate externally**
 - Get to know customers, suppliers, investors, board; be responsive and committed

Guidance from the STARS: Assess the situation to prioritize the dilemmas.



- While each situation is different, transitions tend to fall into one of five categories (STARS)
 - Start-up: Get a new business off the ground
 - Turnaround: Save a business in serious trouble
 - Accelerated Growth: Manage a rapidly-expanding business
 - Realignment: Re-energize a business that is slowing down
 - Sustaining Success: Following a boss who has created high performance

Source: Michael Watkins

The First 90 Days, Harvard Business School Press, 2003

Picking the Right Transition Strategy, *Harvard Business Review*, 2009



Priorities in the First 100 Days depend on the situation: Turnaround vs Re-alignment example

	Turnaround	Re-alignment
Learn vs. Achieve	Learn Achieve	Learn Achieve
Do vs. Delegate	Do Delegate	Do Delegate
Relate Internally vs. Relate Externally	Int: Key Employees, Directive Ext: Key Partners, Collaborative	Int: Key Employees, Collaborative Ext: Key Partners, Opportunities
Build a Team	Quickly, with clear signals and KPIs.	Take more time, assess people's commitment and ability to contribute, coach.

Source: Michael Watkins

Picking the Right Transition Strategy, *Harvard Business Review*, 2009



Borrow leadership principles from *both* Hercules *and* Buddha



Hercules meets the Centaur by Giambologna, Florence

Hercules – **Simplify** and control



Great Buddha, Kamakura, Japan

Buddha – **Amplify** and empower

Simplify with Hercules: Purpose, values, decision-making, efficiency



- The Labors of Hercules:
 - Virtues of strength, power, control, single-mindedness, rational thought, accomplishing goals
 - Win wealth and status
- In management:
 - Procedures, hierarchy
 - Market share, stock price, bonuses
- Hercules principles are great for driving coordination and alignment, for efficiency, for short-term results
 - Sense of purpose and priorities, clear authority

Amplify with Buddha: Presence, mindfulness, responsiveness, innovation

- The Teachings of Buddha:
 - Knowledge and wisdom, mindfulness, questioning, acceptance of the world and rising above it, patience, trust
 - Attain enlightenment
- In management
 - Informal processes, networks, collaboration, competence development, exploring alternatives and different approaches
 - Sustainable business model – economic, social, environmental
- Buddha principles are great for empowering responsiveness, innovation, long-term results
 - Coaching, encouraging variety, finding opportunities



Whatever the situation, manage the dilemmas and build your team with “Hercules meets Buddha” principles.



- Simplify a few key messages
 - Clear mission / value proposition
 - Values and organizational culture
 - Simple and clear authority and responsibility
 - Some core directions

- Amplify the ability to respond and create opportunities
 - Facilitate innovation and empowerment in decision-making
 - Coach, ask questions, develop alternatives
 - Increase informal networks and collaboration
 - Encourage multiple ways of “getting there”



Clarity



Curiosity



In any transition situation, these are the two most important leadership characteristics.

Ready for the First 100 Days – and the next, and the next...

1. Assess the needs of the three dilemmas and diagnose the readiness of your team.
2. Identify which type of situation you are in, and prioritize the dilemmas accordingly.
3. Practice Hercules meets Buddha leadership.
4. Approach your job – even when it's *not* new – as a transition situation.