

1 | Conduct due diligence

The following chart contains the least you should know when starting your leadership job (refer to appendix Accelerator on page 73 for more information):

SUCCESS

- How success is measured for your department/organization
- How the department/organization is doing relative to objective measurements

HISTORY

- How the organization’s history could impact future efforts
- The driving factors that have made the organization what it is today
- The organization’s “significant” historical events

OPERATIONS

- Current operational strengths and weaknesses
- How knowledgeable parties perceive current operations
- Opportunities that could impact your future
- Threats that could impact your future

PERSONNEL AND CULTURE

Colleagues:

- A good idea of what it will take to develop credibility and trust in key players
- The relationships among key players

Your Boss

- An initial idea of what it will be like to work for your boss

Your Predecessor

- The appropriate relationship to have with your predecessor
- What your predecessor’s role should be in the transition

NOTE:

Even if you’ve already started the job, reviewing the exercises in this section is a good use of time.