

Succeeding in your New Leadership Role: The First 100 Days

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Disclosures: None

Experience with major transitions:

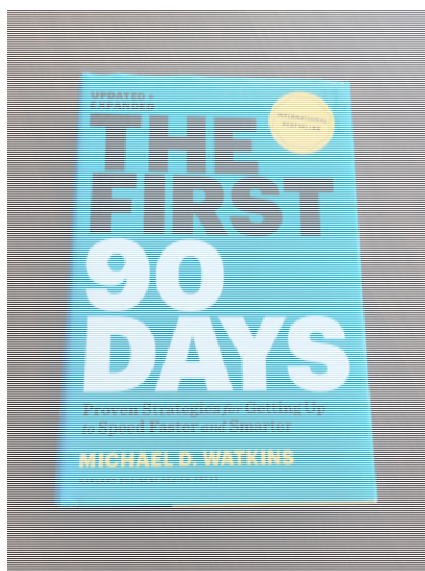
Residency to General Internal Medicine practice

Kelsey-Seybold Clinic to Medical Clinic of Houston

MCH to Baylor College of Medicine

BCM to MGH

MGH to Emory



Prepare yourself: Core Promotion Challenges

What has changed?	What should you do?
Broader impact horizon (Issues, people, and ideas to focus on)	Balance depth and breadth
Greater complexity and ambiguity (More variables and greater uncertainty about outcomes)	Delegate more deeply
Tougher organizational politics (More powerful stakeholders to contend with)	Influence differently
Further from the front lines (Potentially weakening communication and adding more filters)	Communicate more formally
More scrutiny (More attention paid to your actions by more people, more frequently)	Adjust to greater visibility

Thinking about the move: Build your support systems

Principles	Notes
Assert control locally	Office set-up, routines
Stabilize the home front	Avoid fighting on too many fronts
Build your advice-and-counsel network	ACLGIM!



Analyze your family's support system

Get your partner on track

Time the family move carefully

Preserve the familiar

Invest in cultural familiarization

Tap into relocation resources

Success strategies for new leaders

Strategy	Basic principles	Pitfalls
Promote yourself	Establish a clear breakpoint	Continuing to do what you did in your old job, only more.
	Hit the ground running	
	Assess your vulnerabilities	There are things you like and things you don't
	Re-learn how to learn	"Suddenly I realized how much I didn't know"
Accelerate your learning	Plan to learn	Action imperative
	Define your learning agenda	Arriving with "the answer"
	Identifying the best sources	Not talking with people enough
	Learning about culture	

Success strategies for new leaders

Strategy	Basic principles	Notes
Match strategy to situation	Diagnosing the situation (STARS model)	Key to link approaches to the situation
	Understanding history	Focus your energy
	Understanding organizational psychology	Reward success
	Leading with the right skills	
Secure early wins	Avoiding common traps	
	Establishing long-term goals	
	Building credibility	

STARS Model

Start-up
 Turnaround
 Accelerated growth
 Realignment
 Sustaining success

From: The First 90 Days



Situation	Challenges	Opportunities
Example: New resident clinic	Building the strategy, structures, and systems from scratch with clear framework or boundaries	You can do things right from the beginning
	Recruiting and welding together a high performing team	People are energized by the possibilities
	Making do with limited resources	No rigid preconceptions

Turnaround

Situation	Challenges	Opportunities
Example: A division that is failing to meet productivity targets	Reenergizing demoralized employees and other stakeholders	Everyone recognizes that change is necessary
	Making effective decisions under time pressure	Affected constituencies offer significant external support
	Going deep enough with painful cuts and difficult personnel decisions	A little success goes a long ways



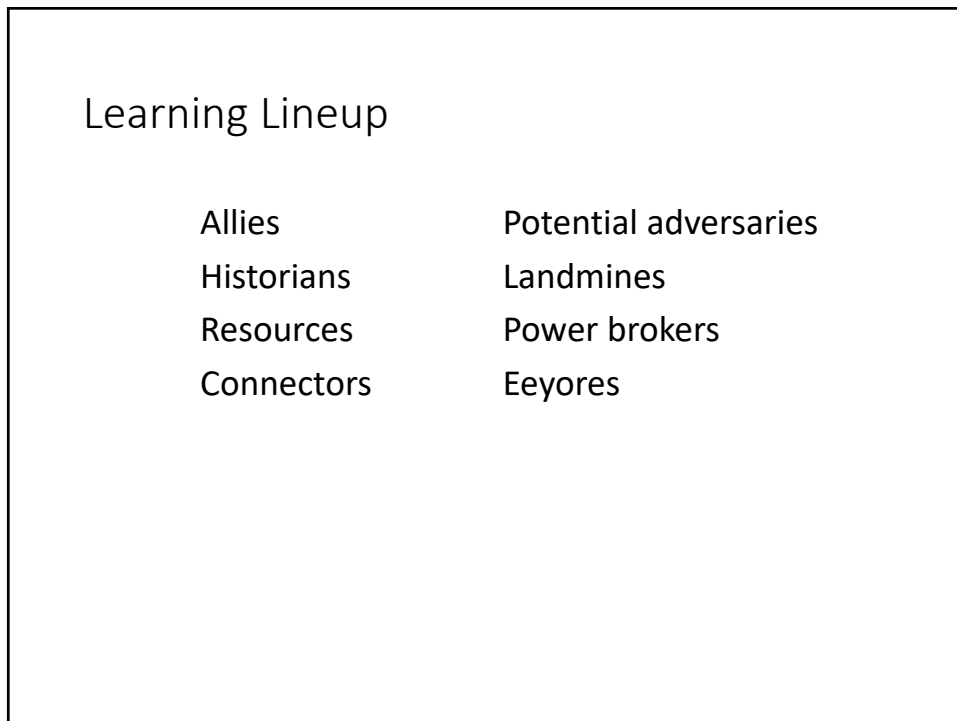
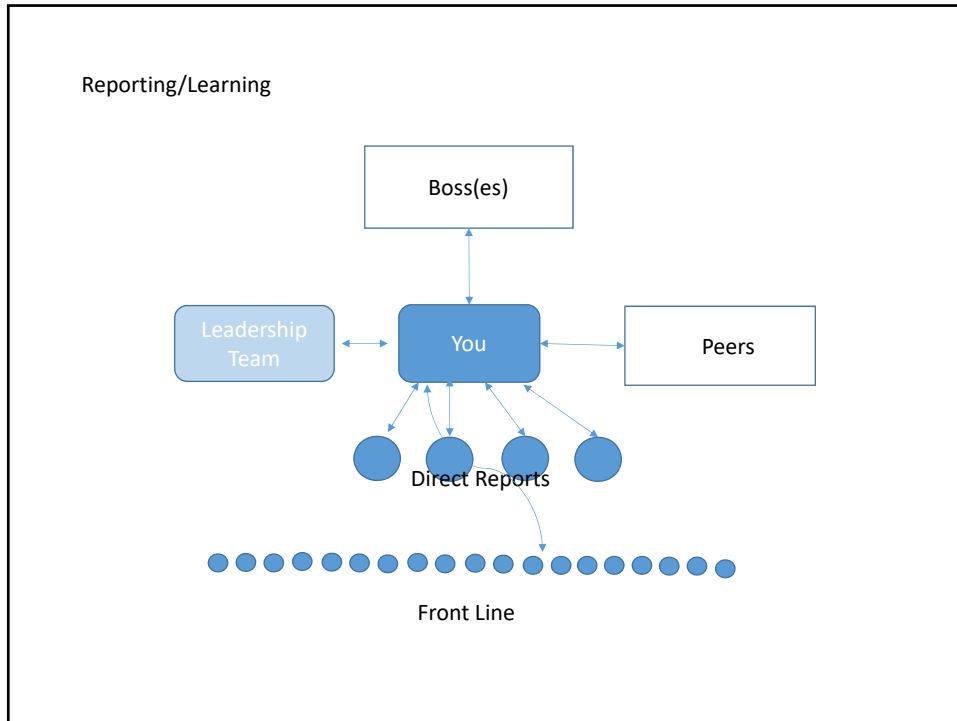
Situation	Challenges	Opportunities
Accelerated growth	Putting in place structures and systems to permit scaling	Potential for growth helps motivate people
Example: A division that adds new clinical sites	Integrating many new faculty and staff	People will be inclined to stretch themselves and those who work with them



Situation	Challenges	Opportunities
Realignment	Convincing faculty that change is necessary	The group has significant pockets of strength
Example: Division asked to take on direct care responsibilities	Carefully restructuring the top team and refocusing the group	People want to continue to see themselves as successful

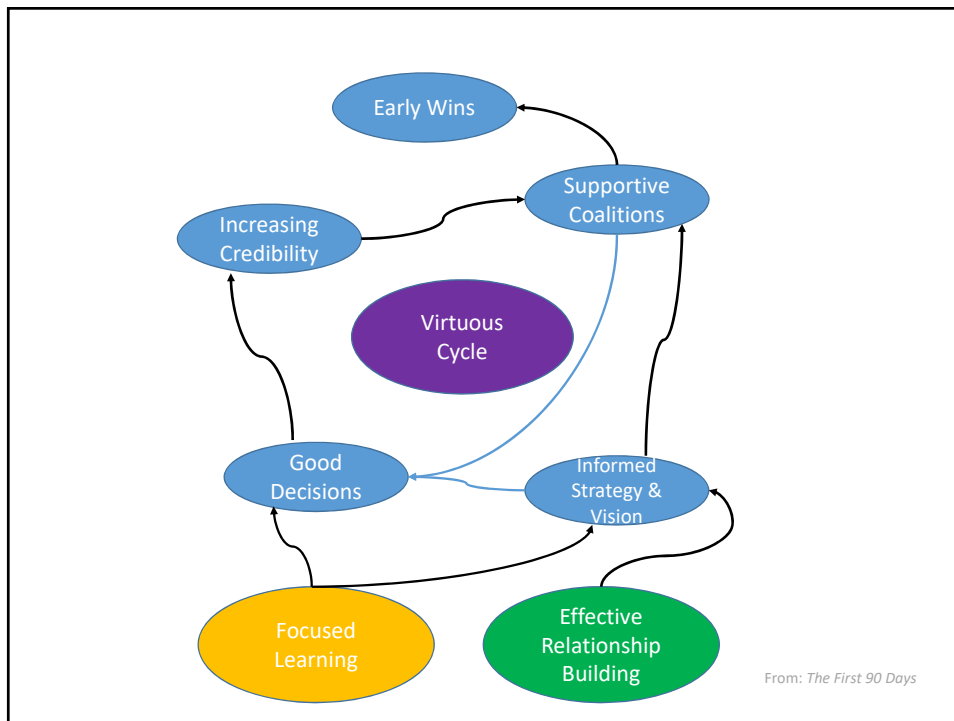


Situation	Challenges	Opportunities
Sustaining success	Living in the shadow of the former leader and managing the team she created	A strong team may already be in place
Example: Succeeding a very successful division chief	Playing good defense before embarking on too many new initiatives	People are motivated to continue their history of success
	Finding ways to take the group to the next level	Foundation for continued success may be in place



Identifying Cultural Norms

Domain	Checklist
Influence	How do people get support for initiatives? Is it more important to have support of a patron (senior leader) or affirmation from peers and direct reports?
Meetings	Are meetings filled with dialogue on hard issues? Or, are they simply forums for ratifying agreements?
Execution	When trying to get things done, which matters more... A deep understanding of processes? Or, knowing the right people?
Conflict	Can people talk openly about difficult issues? Or do people avoid conflict? Or push it to lower levels?
Recognition	Does the group promote or reward stars? Does the group encourage team players?
Ends versus means	Are there restrictions on how you achieve results? Does the organization have well-defined, well-communicated set of values that are reinforced by incentives?



Common traps

Sticking with what you know

Falling prey to the action imperative

Setting unrealistic expectations

Attempting to do too much

Coming in with “the answer”

Engaging in the wrong learning type

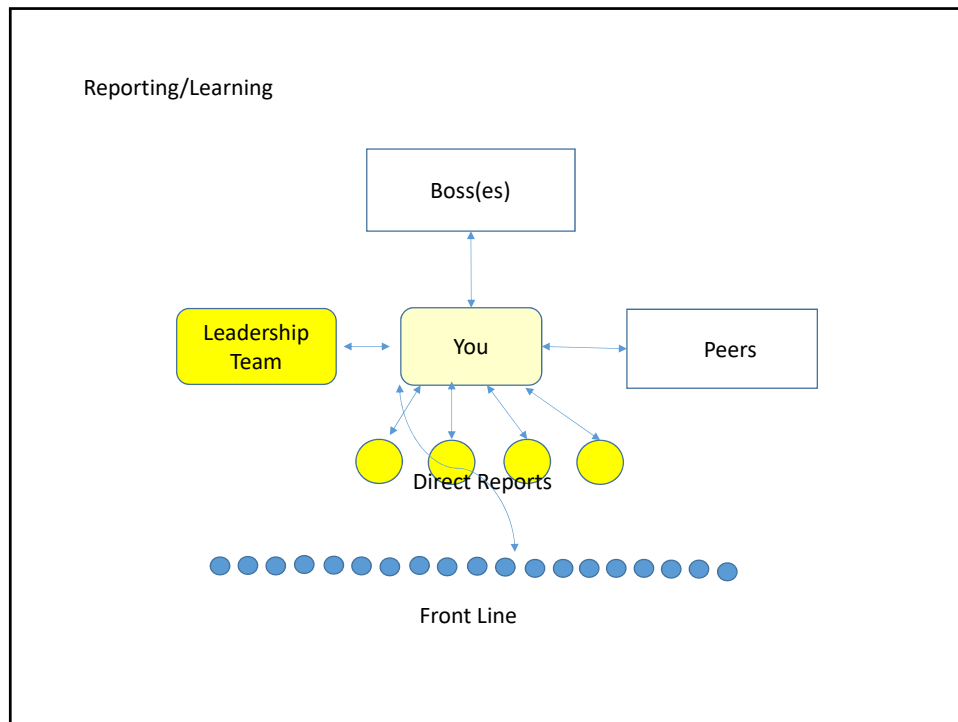
Too much technical, not enough culture, not enough relationships

Neglecting horizontal relationships

From: *The First 90 Days*

If you're too busy to learn.....





Building your team

- Keep in place
- Keep and develop
- Move to another position
- Replace (low priority)
- Replace (high priority)
- Observe for a while

Assessing your team

Criteria	
Competence	Does this person have the technical competence to do the job?
Judgment	Does this person exercise good judgment, especially under pressure or when faced with making sacrifices for the greater good?
Energy	Does this team member bring the appropriate level of energy to the job?
Focus	Is this person capable of setting priorities and sticking to them?
Relationships	Does this individual get along with others on the team and support collective decision-making?
Trust	Can you trust this person to keep their word and to follow-through on commitments?

Special case: Leading former peers

Accept that relationships must change

Focus early on rites of passage

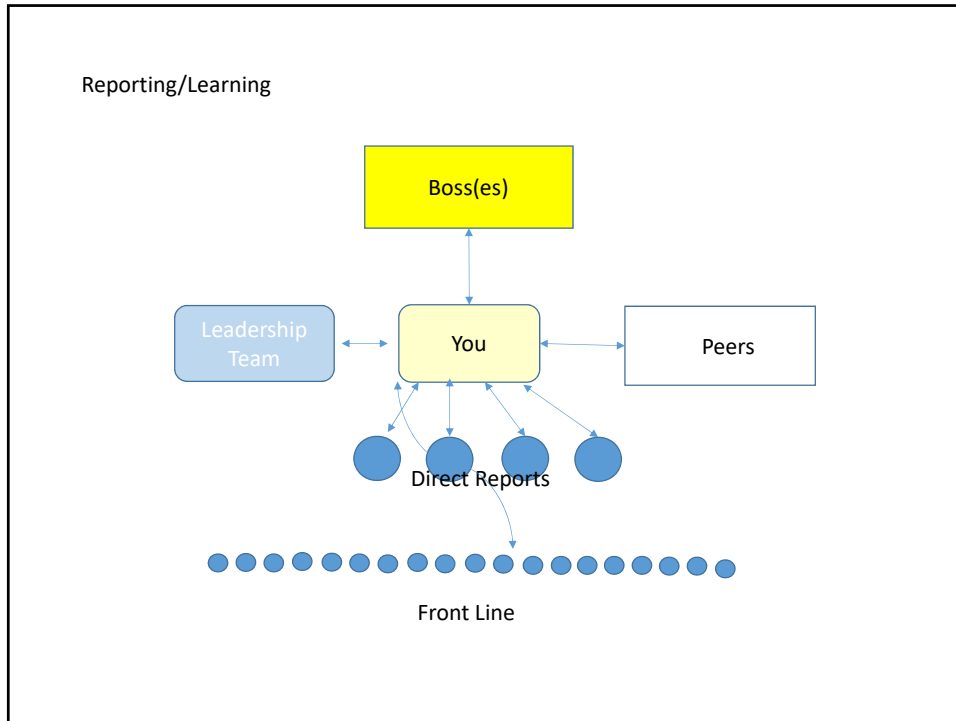
Example: Have your new boss introduce you to the team

Reenlist your (good) former peers

Establish your authority deftly

Focus on what's good for the division

From: *The First 90 Days*



Meeting with the boss: The Five Conversations

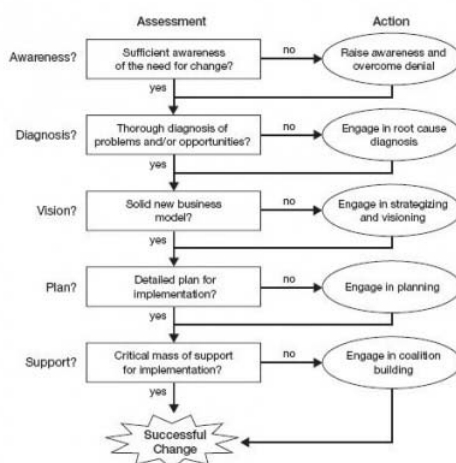
The Five Conversations	Questions
Situational diagnosis	How does she view the STARS portfolio you inherited? How did the organization reach this point?
Expectations	What am I expected to accomplish? How will performance be measured? (Underpromise and overdeliver!)
Resources	What resources can I (we) draw on? Focus the boss on benefits and costs.
Style	How can we best work together? What forms of communication do you prefer? How often should we communicate? What decisions do you want to be consulted on?
Personal development	(a few months in): What is going well and what do I need to do differently? Are there projects I should be undertaking?

Fundamentals for relationship with boss(es)

- Don't:
 - Stay away....get on the calendar regularly
 - Surprise the boss
 - Approach only with problems
 - Run the complete checklist
 - Expect your boss to change
- Do
 - Clarify expectations early and often
 - Take 100% responsibility for making the relationship work
 - Negotiate timelines for diagnosis and action planning
 - Aim for early wins in areas important to the boss
 - Pursue good marks from those whose opinion your boss respects

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Learning becomes planning

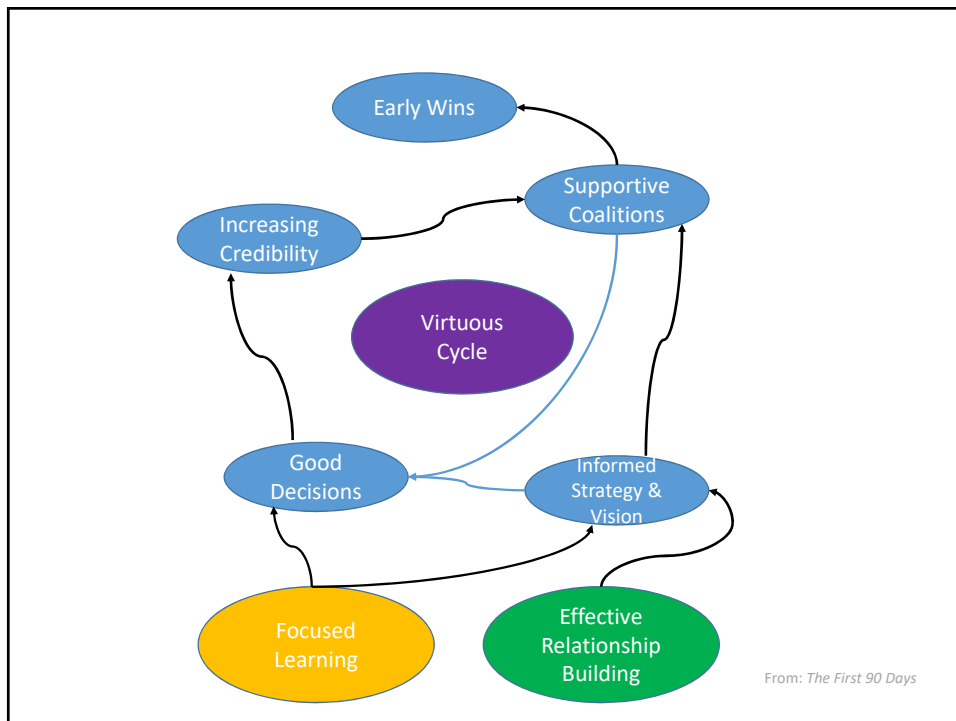


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Planning becomes implementation

FOGLAMP project checklist	
Focus	What is the project focus? What goal or early win do you want to achieve?
Oversight	How will you oversee the project? Who else should participate in oversight?
Goals	What are the goals and intermediate milestones and time frames for achieving?
Leadership	Who will lead the project? What additional training do they need?
Abilities	What mix of skills and representation should be included?
Means	What additional resources does the team need?
Process	Are there change models or structured processes you want the team to use?

From: The First 90 Days



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Summarizing

1. Preparing for the transition
2. Learning, listening, planning
3. Applying the STARS model
4. Translating learning to vision
5. Translating learning and vision to projects
6. Implementing
7. Taking care of yourself

