



Leading from the ground up

For new or renewing leaders



The experience of starting a new role

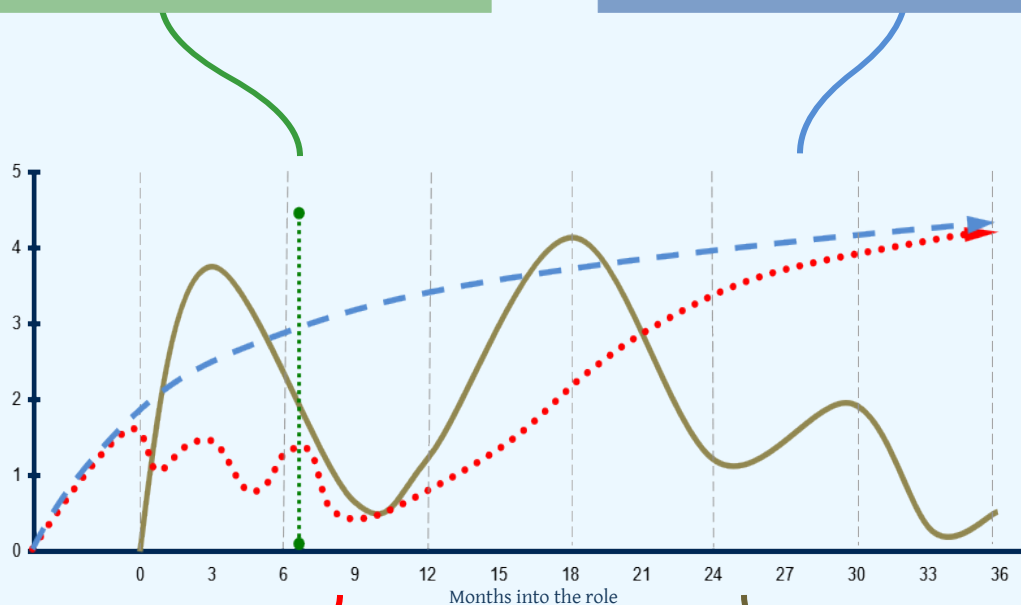
Whether you a new leader or an experienced leader, moving into a new role comes with some predictable experiences. Some of these are exciting, others are upsetting. Rather than flounder through them, you can anticipate them and plan how you will deal with them.

The break-even point (green line)

Recruiting and appointing a leader comes with costs to an organisation. There are the costs from the former leader moving on, recruitment costs, and the time it takes for a newly appointed leader to get up to speed in their new role. As such, it can take over 6 months for the organisation to reach the 'break-even' point. This is where efforts of the leader are now producing more value than the cost of moving a new leader into position.

The learning curve (blue line)

A new role starts with a steep learning curve. Being appointed to a role is an affirmation of the person. But soon they discover unexpected details, unspecified issues, and real world struggles that go with leading others. No role is the same as the previous one, especially for new leaders. It is important to go in with a learning attitude. It can be difficult at the start but later what you learn makes you more effective in the role.



The emotional roller coaster (red line)

The transition into the new role brings emotional demands. On average, leaders go through three significant periods of feeling bad. Each feels worse than the last. It is unlikely a person can go through the transition without being confronted and challenged by the experience. But leaders are persistent. So as they grow into the role, these downturns are usually followed by increasing and ongoing emotional satisfaction and achievement.

The waves of change (gold line)

Typically a leader makes three to four business changes when they start a new role. These are gains they can apply from past previous experience. Then the rate of change slow down as the leader goes into a long period of deep learning about the business. Then, after months of building their insight into the business' challenges, they introduce another wave of key changes to take the team to a new level.

It is important to manage your transition well. From different research results, it appears that around 40% of transitions into new leadership roles don't work out. This causes significant loss and harm for the organisation and the leader.

