

THE LEADERSHIP CHALLENGES OF YOUR NEW ROLE

Jobs that stretch and challenge people set a foundation for far better performance than jobs that don't extend them.

Identifying Your Leadership Challenges

The following exercise provides you with an opportunity to reflect on the leadership challenges and opportunities in your new role. Put a mark beside each of the statements which are true for your new role, and then tally the number of marks.

Managing the Business	
<input type="checkbox"/>	I have substantial financial responsibility in this new role.
<input type="checkbox"/>	My job requires me to regularly interact directly with several significant external stakeholders.
<input type="checkbox"/>	I have to work with multiple stakeholders who have contradictory and competing agendas.
<input type="checkbox"/>	To achieve success, I need to have a greater understanding of complex technical information, a detailed understanding of a new industry, or to become a subject matter expert.
<input type="checkbox"/>	The position requires me to consider the impact of my decisions on the larger organisation on a much greater scale than I have in the past.
Stepping Up	
<input type="checkbox"/>	This position will push me to the edge of my comfort zone.
<input type="checkbox"/>	I am required to perform a number of tasks or activities that are different from what I have done previously.
<input type="checkbox"/>	I am the one who will be held responsible if we do not meet our performance targets.
<input type="checkbox"/>	The position requires a high level of activity, or must deliver an outcome for which there is little history or knowledge to draw from.
Creating Change	
<input type="checkbox"/>	I have to lead my area through significant change over the coming year.
<input type="checkbox"/>	I have to lead my area through changes that haven't been tried before
<input type="checkbox"/>	I must overcome significant barriers to achieve my objectives.
<input type="checkbox"/>	I have inherited significant problems that need to be resolved.
<input type="checkbox"/>	I have to take my area in new directions that require stable business practices to be changed, despite their effectiveness in the past.

Working with Others	
<input type="checkbox"/>	I regularly work with senior executives.
<input type="checkbox"/>	I have to accomplish things through other people over whom I have no direct authority; this level of influencing is new to me.
<input type="checkbox"/>	I often have to work with difficult, hostile, or ineffective individuals to get things done.
<input type="checkbox"/>	I have to get the job done through a very diverse group of people from other business units.
<input type="checkbox"/>	My team is split over different geographies.
<input type="checkbox"/>	The team I am in — or the team I manage — is dysfunctional.
Delivering Results	
<input type="checkbox"/>	My success or failure will be highly visible and obvious to many.
<input type="checkbox"/>	I am expected to deliver results within tight timeframes and deadlines.
<input type="checkbox"/>	The team I am leading lacks the skills to achieve what we need to.
<input type="checkbox"/>	Standards of what constitutes success have not been clearly defined.
<input type="checkbox"/>	There is little time to reflect on the business, my performance, or what I am learning.
<input type="checkbox"/>	Success in this position is critical to the overall success of the organisation.
<input type="checkbox"/>	Other parts of the business are relying on results in my area in order for them to achieve their objectives.
Score and Key (one point for each x)	
0-10	Your job is not likely to stretch your leadership skills, or has only one significant "jump" for you. In time you may want to talk to your manager about building additional challenges into the role.
11-20	Your job has several elements that will stretch and develop you as a leader. Focus on how you can employ your strengths in the challenges you are facing.
21+	You are in a challenging position. Aim to create clarity as you establish priorities. Adopt a Growth Mindset and learn resilience. Know and use the strengths in your team.