

# Leader Toolkit

## Understand your objectives

We are **INSPIRATIONAL** and **RESPONSIBLE** leaders, **DEDICATED TO QUALITY**.

We take the lead, do the right thing and strive for excellence in all we do.

### Why use this tool

As part of your new role, you will set objectives that drive the actions of you and your team. As you plan the actions that are needed to deliver required outcomes, take time to research the context for each objective.

You will be in a better position to make the judgments your new role requires, if you understand:

- how outcomes were delivered in the past
- what in the near-term could impact your outcomes
- what in the longer-term could impact your outcomes

If you are 'revitalising' your leadership, consider using this tool as a basis for considering your progress to date and identifying opportunities to include in your **Build your 90 day Leadership Plan**.

You might decide to use the tool to develop questions as prompts for working through yourself or consider who else you might include in discussions to get a broader view.

### When to use this tool

Use this tool when you are transitioning to a new leadership role or wish to revitalise your leadership.

### How to use this tool

#### Step 1 Develop a structured plan for gaining the insights you need

Use this tool

- to prepare short list of questions that target the information you seek
- to identify the most likely sources or experiences that will deliver the target information.

#### Step 2 Discuss, explore, analyse, review

Follow up your planning with meaningful conversations and practical investigation.

#### Step 3 Transfer insights to your reflection tool

During your conversations, you will gain insights that you know you should keep in mind. Use your **What do you need to keep in mind** tool to capture the insights so that you can include them in your **Build your 90**

**day Leadership Plan** and benefit long-term from their value.

### Tips

- **Ask open-ended questions** that require a descriptive or narrative answer - not simply a **yes** or **no**. For example, "What are your expectations of my availability to you and my current team as I transition to my new role?"
- **Be systematic**. Prepare and use a similar script and questions in one-on-one meetings with people of the same level, such as direct reports and peers. Then you can compare answers more easily and avoid being over-influenced by those you speak to first.
- As you gather insights, **start formulating hypotheses that you can test in further conversations**. Michael Watkins<sup>(1)</sup> recommends a "cyclical learning process in which you collect information, analyse and distil it, develop hypotheses, and test them."<sup>1</sup>
- **Make sure that the questions you ask don't imply your own values, preferences or pre-judgments**. For example, "You had the resources you needed. Why couldn't the team complete the project successfully?"
- **Take care not to** get so interested in what you are discussing that you fire off questions too fast and **turn the interview into an inquisition**.

(1) Michael Watkins, *The First 90 Days*, Harvard Business School Press (2003). p.49

# Understand your objectives



**Develop your question sets, identify the sources of insights and determine a strategy for gaining the insights you need**

Objective	Context[s] that will influence delivery of outcomes	3 questions to ask	Likely source of insights	Capture strategy#
	<ul style="list-style-type: none"> <li>What has been done in the past?</li> <li>What is likely to impact outcomes in the near-term?</li> <li>What is likely to impact outcomes in the longer-term?</li> </ul>			
	<ul style="list-style-type: none"> <li>What has been done in the past?</li> <li>What is likely to impact outcomes in the near-term?</li> <li>What is likely to impact outcomes in the longer-term?</li> </ul>			
	<ul style="list-style-type: none"> <li>What has been done in the past?</li> <li>What is likely to impact outcomes in the near-term?</li> <li>What is likely to impact outcomes in the longer-term?</li> </ul>			
	<ul style="list-style-type: none"> <li>What has been done in the past?</li> <li>What is likely to impact outcomes in the near-term?</li> <li>What is likely to impact outcomes in the longer-term?</li> </ul>			

**# Structured one-on-one interviews** with direct reports and peers [same set of questions]; **formal and informal meetings** with previous leader, new leader or other key contacts; **group meetings** with direct reports, front-line team members or from core business functions; **analysing past decisions; analysing processes, front-line tours, reviews of pilot projects.**

