

PROMOTED

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The BRIGHTON GROUP

oiPartners^{Inc.}

The Brighton Group, an OI Partners company is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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Even in a good economy, about 40% of employees who are promoted into leadership roles usually don't work out. But in today's choppy climate, many organizations are trying to conduct business as usual by promoting less experienced staff, ballooning that failure rate. While in better times, companies might have the bounty and patience to provide remedial coaching and experiences to help the newly promoted succeed. These days, tighter budgets and demands for quick results mean employers are more likely to demote or terminate poor performers rather than try to rescue them.

Many of our clients find that focusing in on a few critical transition skills can substantially support the newly promoted leader's success.

Setting Priorities. Many newly promoted leaders are anxiously excited to take on their new responsibilities, but often underlining that outward confidence is a person who is overwhelmed with the additional duties they have just inherited. Unsure of what should be kept from the old job description and what needs to be transitioned to the new, frequently new leaders don't clearly understand their work priorities. They also are often unable to be transparent when faced with confusion or feeling overwhelmed in fear of appearing incompetent. As a result, they need proactive and regular coaching from their superiors to identify the priority list and deal with the unseen and unspoken anxiety.

Communicating Progress. New leaders often lack the necessary understanding of the importance to communicate upwards. It is an unusual individual that naturally communicates enough, both in frequency and specifics, with senior leadership. It's up to leaders to point out that they not only expect regular updates, but also how they prefer to get the information. For example, the new leader may be hesitant to share the unpleasant news of happenings in their group. But, early disclosure of potential concerns is critical and demonstrates they have a grasp of the realities and a willingness to take ownership. Senior management must, from the beginning, communicate expectations while providing guidance on how to be effective at 360-degree leadership.

Providing Leadership. One of the most common snares for those who move up is simply not realizing that their main function now is to manage people and how their words and actions are critical to team success. Combined with the fact that, in most transitions, there is a profound and visible increase in stress behaviors as people are asked to adapt to the new realities, which can create a potentially caustic culture of interpersonal behaviors. Responses such as being overly critical, abrasive, unpredictable, arrogant, or closed-minded can dismantle a team's momentum. Responsive senior management will be aware of the leader's stress reactions while providing coaching on people management strategies.



During leadership transitions the stakes are too high for both the individual's career and the company's bottom-line to not be intentional about going the extra mile to support the new leader. With the increased risk, newly promoted leaders are vulnerable, and their failure is all but guaranteed in today's challenging business climate when left to sink or swim. However, with the right coaching and support investments, the newly promoted can experience professional accomplishment and business results.

"A better human experience...for a better business outcome"

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