

Episode 57: When is it time to change your role?

I tend to see jobs having three phases.
If you are moving fast you may do these three in 6 months each.
If at the end of 18 months you are still in phase 1, you may have a problem.

Phase One: The Learning Phase

In episode 44 we talked about a book called *The First 90 Days*, start there
By the end of your 180th day, you need to demonstrate your approach is working
The team needs to be under your direction and driving to metrics
Unless it's your mandate, don't try and radically change anything

Phase Two: Structural Problems Fixing Phase

Almost every role or job has some structural or long-term problems
You can get the job done without having to fix them but your team will be sub-optimized
Often the issues are not only within your team but also between teams or processes
Some of these fixes may take years but most don't, some are about relationships
In this phase it's important to remember to show your boss the issues that you are going to fix
If you don't point to the holes you will never get the credit for filling them in

Phase Three: The Next Phase Phase

This phase is most characterized as "is there a completely different approach that would better?"
You need, with your team, to get completely out of the box in your thinking
Spend the time on 'what' you are trying to achieve, not 'how'
The new thinking will probably not come in one meeting and will take some selling
In the end, successful leaders are judged more on this stage than the other two

Bottom line: Don't let your ambition get in the way of achieving the objectives for your role. Real and substantive change takes time and while the preparation may be frustrating, the payoffs can be huge.

