



SETTING YOURSELF UP FOR SUCCESS

Tips for Country Directors and Interim Country Directors



September, 2023

¹This framework is based on *Your First 100 Days* by Niamh O'Keeffe to make maximum impact in your new role. It has been adapted for the PII Global Individual Leadership Transition Framework and Programme.

Table of Contents

Summary of the Document	3
1. Preparing for the new role	5
1.1 Let go of your previous role	5
1.2 Profile your role, organisation and market	6
1.3 Prepare to meet your team and get them ready for your arrival	7
2. Write your first six-month plan (critical probation objective)	7
2.1 Consider your leadership purpose – think big and take risks.....	7
2.2 How to prepare your plan	8
2.3 Show up as leader, not a manager	9
2.4 How to launch your first six months plan.....	9
2.5 Don't be a hero – it's not all about you.....	10
2.6 Invest time to bond with team	10
2.7 Remember to look after yourself and manage any feelings of being overwhelmed.....	10
2.8 Critical success factors for the next phase	10
2.9 Identify external executive coach.....	11
2.10 Buddy programme (support for new starters).....	11
3. Taking stock (self)	11
3.1 Build a high- performing team	12
3.2 Pay attention to culture, power and politics.....	13
3.3 Critical success factors going forward	13
3.4 Personal reflections.....	13
4. Taking action	14
4.1 Review progress against plan	14
4.2 Ask for feedback on your performance.....	14
4.3 Develop your resilience and resourcefulness.....	14
4.4. Critical success factors going forward	15
4.5 What are the urgent and important priorities for focusing on before the end of transition?	15
5. Probation process	16
5.1 Ongoing reflection and conversations with your manager	16
5.2 Review progress against plan	16
5.3 Record your achievements and reflect on lessons learned	16
5.4 Communicate your six months success to stakeholders.....	17
5.5 Close out the plan and celebrate with your team.....	17

Summary of the Document

This document outlines a comprehensive framework for Country Directors and Interim Country Directors, adapted from "Your First 100 Days" by Niamh O'Keeffe, to ensure a successful transition into their roles. The document was initially used for the PII Global Individual Leadership Transition Framework and Programme.

This framework is a valuable guide for Country Directors and Interim Country Directors, providing them with actionable steps and critical success factors to excel in their roles, foster team growth, and ensure a smooth transition. Apply the tips in the context of the country, the organisation's systems and processes, and the scope of work.

1. Preparing for the New Role (Pages 4-5)

Let go of your previous role: It is essential to detach from it to fully embrace the new one mentally. Profile your position, organisation, and market: Conduct a thorough analysis to understand the dynamics of your new environment.

2. Write Your First Six-Month Plan (Critical Probation Objective) (Pages 6-10)

Consider your leadership purpose: Think big and take calculated risks in defining your leadership objectives. Prepare your plan: Detail your six-month plan, considering objectives, strategies, and critical actions. Show up as a leader, not a manager: Focus on leadership qualities rather than just managerial responsibilities. Bond with your team: Invest time in building solid relationships with your team members. Look after yourself: Manage any feelings of being overwhelmed and prioritise self-care.

3. Taking Stock (Self) (Pages 10-12)

Build a high-performing team: Pay attention to team dynamics and development to ensure optimal performance.

Culture, power, and politics: Be aware of organisational culture and navigate power dynamics effectively.

4. Taking Action (Pages 13-14)

Review progress: Continuously assess and adjust your plan based on progress and feedback.

Develop resilience: Build personal resilience and resourcefulness to overcome challenges.

5. Probation Process (Pages 15-16)

Ongoing reflection and communication: Maintain regular conversations with your manager, review progress and document achievements.

Communicate success: Share your six-month success with stakeholders and celebrate accomplishments with your team.

“As a member of the Regional Leadership Team (RLT) and Country Leadership Team (CLT), living our organisational values in my heart and reflecting them in my actions, how can I best lead and support my CLT and the RLT in realising our ambition for All Girls Standing Strong Creating Global Change?”



Plan Global Strategy 2023-2027 on-a-Page



Our Values

1. Preparing for the new role

Exhibit 1



1.1 Let go of your previous role

External Appointment

Letting go of current attachments as quickly as possible is a crucial first step because you need to refocus all your time, energy, and thoughts on your new role.

Set up your energy management system

The first six months are an intense phase. All eyes are on you, and considerable pressure exists to make a big impression and deliver results fast.

It would be best if you were fit for purpose with a surplus of energy. It is recommended you think about how you take stock, clear your head from your previous role, and heighten your energy levels and perspective coming into the first six months.

Take care of your mind.

Before, during and after work, schedule enough time and space to be on your own to relax and release the build-up of pressure.

Take care of your body.

Exercise routinely and eat healthy and nutritious food. Try to build up extra reserves in your system.

Enlist others to support you.

Negotiate extra support and latitude from loved ones. Maintain a calm and nurturing personal life.

Take time to learn.

Negotiate timescales with your line manager that give you time to understand the new role and organisation. Be intentional with the questions you ask different stakeholders to make your induction meetings effective.

Tactics to manage and mitigate stress levels

Make time at weekends for mind-calming exercises and carve out regular quiet time during the working day to calm your mind and reset your priorities, e.g., 15 minutes in the morning and 15 minutes again in the afternoon.

Understand the transition challenges.

The primary task in a new Country Leadership role is to set out the right strategic priorities and remain focused on them.

Table 1 shows several common transition challenges that can derail good intentions and get in the way of successfully achieving the primary task.

TABLE 1. Common transition challenges

Each one is worthy of consideration, so read through the list and take some time to reflect on how each of these transition challenges applies to your context. Go through the list below and use each one to your own circumstances to better appreciate what lies ahead for you.

Time pressures and an intense learning curve	It takes time to get up to speed on the content of your new position, and yet business and markets cannot slow down and wait for you to catch up. Decisions still need to be taken, and consequently, the pressure can build up and must be managed to stay operating effectively.
Being overwhelmed with immediate firefighting and task-driven priorities	Getting busy and diving into the primary business tasks and issues would be tempting. But you need to have the strength of character to step back and take time to look at the big picture: what tasks should you continue, stop, and start?
We must invest energy in building new networks and forging new stakeholder relationships.	There is no point in having the right vision and strategy without bringing people with you. The culture may be dense and slow-moving - people may resist the changes you get. Invest early in the influencer and stakeholder network.
Dealing with legacy issues from the predecessor	Depending on the quality of your predecessor, your unit may or may not have a good reputation, and your team may have developed poor habits, behaviours and disciplines that will take time to address. Or you may have to endure the scenario of filling the shoes of a much-loved predecessor and being initially resented as the new person whose mandate is to change how things have always been done.
Challenges in inheriting or building a team and having to make tough people decisions	Don't expect underperformers to have been weeded out before your arrival. An essential task in your first six months will be to assess the quality of your team: who stays, who goes and what fresh talent is needed on board. It's possible your best talent applied unsuccessfully for your job and may now be de-motivated and resentful - and consequently underperforming.
For external appointments, a lack of experience with the new organisational culture may lead to unintentional gaffes and early political blunders - all of which can take time to recover.	Everything you do, from the innocuous to the significant, is judged as indicative of your character. Checking your smart device during a meeting may deeply offend your new role and stakeholders, who may judge that action as an indication that you are brash, uninterested and arrogant. You must be on 'hyper alert' to consciously identify your new culture's acceptable norms and behaviours.
Getting the balance right between moving too fast and moving too slowly	Newly appointed people sometimes panic, which can result in either doing too much (scattergun approach, but not tackling the core issues) or doing too little ('I'll just listen and learn for the first three months, and then decide what to do'). Find the right balance.

1.2 Profile your role, organisation and market

In addition to understanding your transition challenges, step back and take a wide-lens view of the whole system within which you will operate. See it as a construct where you are at the centre: Person (you as leader), in a role, organisation, and set in the context of your marketplace.

Link to [Appendix 1 - a profiling exercise](#) you may wish to use to build up a profile of each part of the system (role, organisation, marketplace) to map out the landscape of your opportunities and challenges. Use the clues gathered in the profiling exercise and take time to think widely and deeply to build a picture of what you are facing so you understand more quickly how to navigate the whole system in the first six months.

1.3 Prepare to meet your team and get them ready for your arrival

Building and leading a high-performing team will be critical to your success in the first six months. Think about your pre-arrival announcement. Check your social and online profile – What kind of impression does it send? Is there anything you need to tidy up?

Prepare to meet /or have an understanding of the team.

You are working with your Director Sub-Region (DSR) to do advanced research on the profile and history of the team you're inheriting. Ask questions and do your homework.

Profile your team

- Names and biographies of key direct reports, including who has been seen as a high performer and who has been seen as an under-performer.
- Request an updated team organisation structure chart with role titles and names.
- How many direct reports, dotted lines, and virtual team members do you have?
- Check the geographic spread, contracts and diversity of the team.

Identify any gaps and role vacancies on the team

- Recruitment activities/searches planned or needed to be planned.

Understand PII People & Culture processes, timings, and perception of the team

- How does the performance management framework and cycle work?
- How does this group work as a team? Any known conflicts or personality clashes?

Prepare your introduction presentation to your team

- Think about what you want your team to know about you and how you want them to feel about you
- Your career background/story and why you took the role.
- Your leadership philosophy, values and any principles (demonstrating alignment with PII Value-Based Leadership underpinned by Feminist Leadership Principles).
- Preferred ways of working, processes and approaches.

Get your team ready for your arrival.

Schedule a one-to-one meeting with each of your direct report team members, to be held in person within one to two weeks of starting, ideally. Ask them to explain their role and key areas of responsibility, including:

- Job profile and roadmap, targets, and individual performance objectives.
- Recent successes, challenges, learning and opportunities.
- Options and ideas for immediate quick wins.
- Copy of last annual performance review (Also accessible on HRIS when you join).
- Their career aspiration and ambitions.
- If they were CEO for the day, they would....
- Advice and any top tips for you as the new line manager.

2. Write your first six-month plan (critical probation objective)

You, as a new leader in a new organisation:

2.1 Consider your leadership purpose – think big and take risks

In preparation before writing your six-month plan, it is a good idea to pause and think about the role in the bigger picture of your career.

- Why did I take the job?

- What would make the role more meaningful?
- Is this the path for future promotion?
- How does this new role fit in with my long-term career goals?
- How does this role fit in with fulfilling my leadership purpose and career ambition?

A new role is an opportunity for a new beginning and a time to put a leadership stake in the ground about who you are, what you stand for and what you want to achieve now and in the future.

Don't just take instructions from other others. Don't just write the plan based on what you have been told to do. Consider what you have been asked to do, what you are expected to deliver and how these fit into your leadership purpose and career strategy. Now, empower yourself and decide what to achieve with this role. Step back, see the bigger picture and be a leader. Think big, take risks. What are the possibilities?

Be strategic and start your plan with the end in mind

Envisage a three-year role horizon. What do you want to achieve?

- Think about your contribution in a stewardship fashion and how your lasting legacy and reputation in each role lives beyond the lifetime of your appointment.

Write a list of what you would like to have achieved with this role by the end of three years:

- Vision and strategy
- People and teams
- Results and deliverables

Click on the link [Appendix 2: Example of the template to complete three-year aspirations & first 12-month strategic priorities.](#)

Establish your first 12-month strategic priorities.

Having set your aspirations to be achieved within three years, now write your set of first 12-month strategic priorities in that context, also taking time to sense check your preferences against everything you have learned regarding:

- Your transition challenges
- Profile of the role, organisation and market
- Early stakeholder conversations
- Functional FY roadmap
- Your career goals and leadership purpose

2.2 How to prepare your plan

Applying the First100assist™¹ Framework to support your thinking around the development of a six-month plan:

- **On person:**
 - **Transition maker = What critical leadership skills step must I make?**
Consider your leadership transition and identify what is new about the challenge. Pay attention to any lack of experience or skill gaps.
 - **Unique contributor = What unique attributes or strengths can I rely on to contribute to an early advantage or win?**
Reflect on your key talents and what you are naturally good at – and think about how to exploit them effectively in your first six months.
- **On role:**
 - **Content learner = What specific new content do I need to learn?**
What research should you conduct in your first six months to become more expert or to catch up?
 - **Business achiever = What are the critical business targets I need to achieve?**

¹ Framework is taken from 'Your First 100 days make maximum impact in your new role – Niamh O'Keeffe'.

Discuss with DSR about targets associated with the role, set your targets, and consider what metrics can be used to define success in the role. You are considering evaluating achievements through a basket of measures (beyond just financial), i.e. in alignment with Plan International Strategic Framework 2022 – 2027.

- **Team builder = What must I do to build a high-performing team?**
Organisation design (working with your strategic business partner) – you will need to consider how to best structure the team, whether you have the right people in the right roles, how to develop a shared mission/purpose for your team, how to motivate people and how to assign roles and responsibilities.
- **Communications provider = What communications will I need to provide to connect with my stakeholders?**
It is not enough to do a good job. You need to keep your stakeholders updated and share your successes along the way. Working with internal communications teams to understand the different organisational platforms for communicating with stakeholders. Think about how often and when to communicate with stakeholders during the first hundred days.
- **On organisation:**
 - **Value adder = How will I contribute to Country Strategy development/implementation, ensure alignment with (8 global strategic priorities), and add value as a leader of the Country Leadership Team and support the Regional Leadership Team (not just as a leader at Country Office)?**
For example, I engage my team in a periodic reflection session on our team’s contribution to meeting the objectives and priorities of the Country Strategy and how it contributes to meeting the goals and strategic importance of the Global Strategy. Is there something that we should be doing more or less? Review the organisation's quarterly performance report and analyse and share it during the global leadership meetings.
 - **Relationship builder = How do I build relationships with key stakeholders?**
It will be essential to identify and meet your top ten stakeholders in the first 100 days
 - **Culture navigator = How do I successfully understand and navigate this culture?**
Pay attention to what you see, hear, and feel. How are the values and feminist leadership principles being role-modelled? How will I role model? Be alert to the below-the-surface politics.
 - **Market player = What can I achieve regarding impact or quick win?**
Be alert to spotting opportunities to make a quick win in the first 100 days. What could you start or stop that might impact your marketplace early?

Click on the link [Appendix 3: Example of Template that you could use to complete your first six months plan.](#)

2.3 Show up as a leader, not a manager

Bring your first six-month plan to life and execute it successfully.

Be ready to tell your story succinctly (which you have already developed). A leader should do the following:

- Set a clear direction
- Bring people with them
- Deliver results

The three tasks are inextricably linked and iterative; one cannot exist without the other.

In your first six months – and beyond – keep in mind those three leadership tasks:

1. **Set a clear direction on where you want to be by the end of six months** and why you are going ‘there’.
2. **Bring your people with you (line manager, team, stakeholders, customers)** – communicating your vision of ‘there’ to the people is critical and will motivate them to go on the journey.
3. **Deliver the right results by the end of the first six months.** This will demonstrate your leadership qualities in terms of setting a clear direction and bringing people with you.

2.4 How to launch your first six months plan

Ground yourself in the role for 5-10 days to incorporate any reflections on arrival and to confirm and make any final tweaks to the plan. You may not have met all the stakeholders before coming, so your first six-month plan may not have included all stakeholder expectations.

2.5 Don't be a hero – it's not all about you

Remember, with humility, that you cannot achieve very much without the support of your team. Focus on being an **authentic leader** comfortable within their leadership skin, self-aware of strengths and gaps, and willing to build a high-performing team rather than buy into an imaginary version of yourself.

2.6 Invest time to bond with the team

The faster and more profound the bond between leader and team, the more productive performance against plan. Building trust with your team is about your leadership behaviours and how you treat people from day to day from the moment you start.

Be authentic

Being true to your character, playing to your strengths and accepting shortcomings. It is about being yourself as a leader and not putting on an executive mask and performing the role of a leader. Leading a new team is an opportunity to reflect on your leadership style and approach. Think about how you have led teams in the past:

- What were your most significant strengths when you led a team?
- What feedback did you get from the team and others on your areas for improvement?

In summary, being authentic is about being very comfortable in your leadership 'skin', having great self-awareness and being humble enough to acknowledge when you need others to provide complementary skills.

Be Inspiring

It is motivating if you have purpose and passion for what you do and can convey that passion to others, i.e., how you speak, your tone of voice and what new ideas you have. To be inspiring, you need to be inspired first. The best ways to bond and engage with others is to ask them questions, listen to their answers, and remember to pick up the conversational thread the next time you meet them.

Use disclosure

Disclosure can be a compelling tactic for creating immediate and profound rapport with people on your team. For example, sharing you feel daunted by the new role is not a weakness, and people will be more likely to empathise with you and support your success. Use disclosure for mutual empathy.

2.7 Remember to look after yourself and manage any feelings of being overwhelmed

• How to cope with feeling overwhelmed

- Role beginnings can feel overwhelming. Now that you are started in the role, you may feel like this will be even more challenging than you first thought. It is important to note everyone feels this way – it's all part of the challenge of a new role transition.
- To get perspective, step back. Tap into your purpose and passion to see you through any turbulence of the early phase. Focusing on positive feelings has a powerful impact on reducing our stress levels.
- In the face of challenges, cultivate your helpful self-smoothing mantras. 'Everything will be fine', 'No effort is wasted', 'A thousand-mile journey starts with a single step' or 'Rome was not built in a day'.
- Don't waste energy on the negative 'what ifs'. If you feel out of control at any time during your transition, take charge of the situation. Set clear boundaries. Have the courage to have difficult conversations. Own your decisions and trade-offs. Who knows what the correct answer is? Take your first step to begin and do your best.

2.8 Critical success factors for the next phase

Learn fast.

- Adopt a learning mindset. Be open, be humble, be curious, and ask questions.

Bring forward a clear vision.

- What is your vision?

- When you leave the role, what do you want people to say is your legacy? It is another way of starting with the end in mind – think about leaving the role and what you want to leave behind. Then, you can set your vision.

Have no fear (be confident).

- Regardless of experience and seniority – individuals suffer a confidence dip in the first 30 days. Confidence is essential because you need to make good decisions and not panic in the ‘overwhelmingness’ of the first 100 days. Fear is a great enemy of confidence. Fear paralyses performance. Remember that fear is only imagining something that has not happened. Choose to imagine a positive outcome.

Be patient with yourself and others.

- Unfortunately, resistance to change is the status quo of even the best people and organisations. Be aware that those around you may be suffering change fatigue and may resist your ideas. Accept that it is part of the human condition to resist change and, at the same time, do what you can to overcome it. Be patient and keep making progress.

Don't be afraid of your mistakes.

- We all make mistakes. Reframe how you think about them. They are a rich learning source contributing to the sum of your total experience. To move forward with courage and without perfect information, mistakes will inevitably be made – accept it – become more resilient and don't worry about it.

Use your newness to spot fresh opportunities.

- Write your key observations down and share them with your line manager; it can open up the discussion more constructively about what can or cannot be changed. Bring ideas and suggestions forward, too.

What you notice on arrival:

- Good surprises
- Bad surprises* (Be constructive rather than critical)

It's all about people and how they relate to each other.

- Your emotional intelligence (EQ) skills (self-awareness, self-regulation, self-motivation, empathy and social skills) will be as important as your IQ (intelligence quotient/actual intellect). Being emotionally intelligent will be essential to ‘how’ on your first 100-day plan. Remember, organisations are highly interpersonal places; in the end, it is all about people and how they relate to each other.

2.9 Identify external executive coach

Explore and discuss with your DSR more about the opportunity to have an external executive coach.

2.10 Buddy programme (support for new starters)

Line managers are formally responsible for people management activities - setting work objectives/goals, monitoring progress, and helping individuals progress in their careers. The buddy is more of a 'sounding board', so he is not directly responsible for such activities but is there to assist you more informally.

3. Taking stock (self)

As a newly appointed leader, you should take stock of your situation in five areas and then take action to deal with them. You should also clearly state not only what you will do but what you won't do. Simultaneously managing five areas of focus isn't easy. As with spinning plates, do it too slowly, and they lose momentum and crash to the ground; do it too quickly, and they spin out of control.

Exhibit 2: Leaders should consider mounting a transition in two equal steps: first, take stock, then take action across the five dimensions.²

				
Your business or function	Culture	Team	Yourself	Other stakeholders
<p>Take stock: Do you understand the current performance and capabilities?</p>	<p>Take stock: Do you understand the current culture and any shifts required to improve performance?</p>	<p>Take stock: Do you have the right team with the right skills and attitudes and the right structure?</p>	<p>Take stock: Have you done what it takes to get up to speed, set boundaries, and consider your legacy?</p>	<p>Take stock: Do you understand your mandate and the other expectations of major stakeholders?</p>
<p>Take action: Have you aligned and mobilized your team and organization on the future aspiration and priorities?</p>	<p>Take action: Are you influencing those shifts with all levers available?</p>	<p>Take action: Have you together embarked on a structured journey to become a high-performing team?</p>	<p>Take action: Do you spend your time wisely by assuming roles only you can play?</p>	<p>Take action: Have you established a productive working rhythm and relationship with them to shape their views?</p>

3.1 Build a high-performing team

The first month has been about you - a leader cannot achieve anything without building a strong, high-performing team.

Consider what might be holding the team back from significant levels of performance:

- Is the team's purpose crystal clear?
- Are team members' roles and responsibilities clear?
- Are there suitable systems in place to support the team?
- Does trust exist amongst team members?
- Are team members showing sufficient commitment?
- Is there too much conflict or a fear of conflict amongst team members?
- Is everyone held accountable for doing what they said they would do?
- Is the team overly invested in consensus and suffering from groupthink?

Build the health of your team.

Using the analogy of the body - within this frame, a team is considered healthy (high performing) if the sum of the parts is a clear head (team analytics, team intelligence, team knowledge), capable hands (team skills, team competencies), and a strong heart (team passion, motivation, team spirit).

For the whole team to function effectively, each body part must be in order. Step back and conduct a health check on your team. Does the sum of the features make a healthy team?

The right people in the right roles

² McKinsey & Company Successfully transitioning to new leadership roles

- Do you have the right people in the right roles?
- What changes need to be made now or planned for later?
- What, if anything, is missing in the context of the goals you want to achieve?
- What development plans could be implemented to accelerate individual and team performance?
- Do you need to bring fresh talent and energy to the team?

3.2 Pay attention to culture, power and politics

Culture and politics are an integral part of organisational life.

With the first month's experience under your belt, now is an excellent time to consider:

1. **Who** really matters here?
2. **What** really matters here?

High-achieving leaders realise that there are two dimensions at play in every relationship, every meeting, every department and every organisation: what is happening above the surface and below the surface.

- Do you know how the organisation works, its processes, procedures and systems?
- Do you have a feel for the power bases, overt and covert agenda, and formal and informal networks? Who are the key decision-makers and influencers?
- Do you understand the formal organisation chart and the informal organisation chart?
- What needs to be understood is usually not formally explained or written down, so you are politically aware enough to read between the lines.
- If you are not politically savvy, who can help you?

3.3 Critical Success Factors Going Forward

The following is a summary of what you should be thinking about in the next couple of months:

- ✓ **Be realistic about the problems** (Be a role model for the kind of change you want to see in the Global LT)
- ✓ **Make changes based on your insights** (Try to get the balance right on when you have enough information and rationale for making changes and when to make changes).
- ✓ **Invest in the network** (How you navigate your network and secure followers will be vital to your success and something you will need to consider during the next 30 days).
- ✓ **Be your best leader** (Are you setting a clear direction? bringing people with you, and getting the right results?).
- ✓ **Be careful not to act out** (Be open to the idea that emotions may range from the panic, fear and overwhelm end of the spectrum to the over-confident and arrogant end of the spectrum – and every in-between – and that you may be in danger of 'acting out' accordingly).
- ✓ **Update your first six-month plan:**
 - A review of progress against the plan
 - An analysis of who and what really matters here
 - How to build a more high-performing team

3.4 Personal reflections

- Have you met all your key stakeholders yet?
- Are you following the CEO on social media and keeping up with the internal & external PI Global Leadership agenda? Are you clear about PI's purpose/mission?
- Are you getting the pace right?
- Are you on track to deliver the right results?
- How well are you dealing with your people issues?
- Do you have the necessary budget and resources?
- Have you adopted a positive learning mindset?
- Are you looking after your health and energy levels?
- Have you generated any new role insights?
- Are you and your line manager aligned?

4. Taking action

4.1 Review progress against plan

1. Review your desired outcomes for the 6-month plan.
2. Are you on track to achieve those desired outcomes? Use the questions around five basic dimensions of leadership – the strategy and operation of your function, culture, team, yourself and other stakeholders for reflection.
3. Are you where you expected to be?
4. Take stock of what is working well and not working well.
 - I. What more can you do to improve your performance against plan?
 - II. Brainstorm solutions to any blocks and challenges.
 - III. Think about performance acceleration opportunities.
 - IV. Who can help you with this exercise and act as a sounding board?

4.2 Ask for feedback on your performance

In alignment with our values and leadership behaviours, PII recognises the vital role of giving and receiving feedback to enable all staff to improve, learn and grow continuously. Gathering views on performance from others can help you and your line managers make an objective review of performance.

Getting honest time feedback from a wide range of people using HRIS -

- Continuous feedback tile functionality with which you can ask and give feedback to others*
- Your line manager can use the Performance Team Overview Dashboard to ask for feedback on you from PII staff and external stakeholders (National Organisation, Partners, External Consultants). *
- The 360-feedback tool allows managers to provide feedback on performance and management style from their line manager, peers, key stakeholders, and direct reports.

*Questions can be adapted in HRIS and are open-ended (free text) and transparent.

Melanie Bowker – Performance & Talent Consultant can advise and support.

4.3 Develop your resilience and resourcefulness

The pressure of this second phase transition can test your limits.

Resilience

Resilience is about commitment, persistence, a positive attitude, and bounce back:

- **Commitment** – your determination to push through versus pull out
- **Persistence** – your ability to keep trying
- **Positive attitude** – willingness to spot growth and learning opportunity
- **Bounce back** – your ability to renew and come back even stronger after setbacks

It is a learned process, not a characteristic. You must continue to develop your resilience if you want to pursue a great first six months and a great leadership career.

How to develop your toolkit for fostering resilience at work:

- Stay motivated and focused on what really matters
- Don't be a perfectionist – it's very exhausting
- Stay strong in self-belief and accept that everyone makes mistakes and no one is perfect.
- Sit with discomfort – sometimes, it's a matter of waiting until a solution is found.
- Stay strong in self-belief and be confident that you can solve problems.
- Focus on the positive and identify what's good about this problematic situation.
- Aim high, but be realistic and philosophical if you can't achieve all your goals
- Avoid losing perspective and making a drama out of every issue.
- Self-talk and mantras can be constructive in stressful situations.
- Talk about issues as problems seem less insurmountable once we voice them.

- Ask for help and solicit ideas from the perspectives of others.

Resourcefulness

Resourcefulness is about problem-solving, creativity and adaptability:

- Problem-solving – your ability to devise quick and clever solutions
- Creativity – keep an open mind about a range of possibilities
- Adaptability – the ability to adapt to deliver, even when the goalposts change.
- Develop your toolkit for fostering resourcefulness at work
- Get good at evaluating a situation and what you have available to tackle the issues. Check if you are faced with a problem or a symptom of a bigger problem. Is solving the sign merely firefighting? You need to focus resources on solving the more significant issue, too.
- Think creatively – is there another way? Adapt your ideas and prior experience to bring fresh thinking to the table.
- When someone limits you, push back; don't take the first no as the final answer.
- Negotiate better – how can you get what you want and make it win for the other person, too?
- Who else can help – think about who has access to your needed resources.
- Be prepared to bend the rules – sometimes, in pursuit of the right outcome, it is better to beg for forgiveness later than ask for permission in advance when knowing you will be told no.
- Dare to ask for what you want and need – you don't ask or get.
- Keep your options open – play a few hands simultaneously so you have a few routes to help solve the problem or overcome the obstacle.
- Embrace different possibilities, opportunities, people, views, suggestions and experiences.
- Be proactive – trying something is better than doing nothing. Show up and try something, try something else, try something else.

4.4. Critical success factors in the future

The following is a summary of what you should be thinking about in the future:

- Get the team working harder for you (Are you holding your people to account for what they promised to deliver? Check on progress).
- Continue to bond with your people
- Reassure yourself that you are doing a good job.
- Realise that people are watching and copying you (Your multiplier effect can be positive and negative).
- Create solid and positive emotional resonance (Deliberately create positive motivating emotions in your team).
- Start to record your progress and lessons learned. (Think about formally presenting a record of your achievements to your line manager and stakeholders.)

4.5 What are the urgent and vital priorities for focusing on before the end of the transition?

- Have you made a successful leadership step-up transition?
- Did you capitalise on your unique strengths to succeed early on?
- Are you fully up to speed on your sector, customer/stakeholders and role?
- Have you hit your targets?
- What did you do to build a high-performing team?
- Have you successfully communicated your plans and progress?
- Have you added value to the organisation as a leader part of Global LT
- Have you connected with key role stakeholders?
- How well did you navigate the culture?
- Did you make an impact in your marketplace?

5. Probation process

Your line manager will conduct the probation performance review at the end of your probation period, and the probation outcome will be either passed, extended, or failed. Please refer to your office's Probation Procedures for more information.

Once probation is passed, review your objectives to ensure clarity of expectations and develop your Individual Accountability Plan and Personal Development Plan, capturing learning needs identified from completing your first six-month plan.

5.1 Ongoing reflection and conversations with your manager

Meet with your manager regularly for two-way dialogue to review progress, give and receive feedback and coaching, gain clarity of expectations and find solutions to problems.

5.2 Review progress against plan

In preparation for your probation performance review discussion and completing your self-assessment online:

- Have you achieved every outcome in your six months plan?
- Have you laid the foundations for the rest of your first 12 months in office?
- Are your stakeholders satisfied with your performance?
- Does your team respect you?
- How does your line manager rate your performance?
- Has the external market heard from you?
- Can you list your quick wins – both qualitative and quantitative?
- How would you rate your performance?
- What have you learned from the whole experience?
- Are you having fun?

5.3 Record your achievements and reflect on lessons learned

Reflect on your whole transition:

- What are your highlights?
- What was your lowest moment?
- How did you recover from any setbacks?
- What are the biggest lessons learned?
- What would you do differently if you could do it all over again?
- Taking time out for self-reflection will enable you to grow as a leader and to apply new techniques and methods to find the angles and the self-growth opportunities.

In the future, It is essential to develop the ability to take time out of the day, step back, be on your own, and reflect on progress.

Are your three-year vision and strategic priorities on track?

- Did you achieve some or most of your outcomes by the end of the six months plan?
- What lessons were learned about you as a leader, the role, the organisation and the market?
- What do you propose for the next steps?

Learn from your mistakes

- If something went wrong, or you feel you made a mistake in your first six months, accept that as helpful feedback. Turn what went wrong into a positive of what can be done right in the future.

Write down achievements

1. Top ten achievements

2. Key lessons learned
3. Proposed next steps (future priorities)
4. Request for extra budget and people

When reviewing your progress and presenting to your manager and other stakeholders, be inclusive about your team's efforts and remember to include discussion about 'our' achievement versus highlighting only 'my' achievements.

5.4 Communicate your six months' success to stakeholders

Use your record of achievements to communicate your six-month success to your stakeholders. This brings everyone up to speed on your journey and allows you to recognise your team and thank your stakeholders for helping you achieve the right results.

5.5 Close out the plan and celebrate with your team

Once you have completed your six-month plan and process, it's time to draw a line and start your new journey to the end of the next 12 months in alignment with PI's annual planning and budgeting process.

Research says that 'the sense of making progress' is the primary motivator for building and maintaining a high-performing team. Acknowledge the progress made as a newly formed team and celebrate the occasion.