

# Role Transition Coaching

	Phase 1	Phase 2	Phase 3	Phase 4
	<b>Explore</b> <i>Months 1-3</i>	<b>Establish</b> <i>Months 2-6</i>	<b>Emerge</b> <i>Months 5-10</i>	<b>Excel</b> <i>Months 9+</i>
<b>Foundation</b> <i>What do you need to know &amp; learn?</i>  <i>What foundation do you need to build?</i>	<ul style="list-style-type: none"> <li>Understand current strategy, structure, goals and priorities</li> <li>Understand immediate objectives, measurables &amp; challenges</li> <li>Understand current performance &amp; capabilities of existing team</li> <li>Understand sources of power and influence in organization &amp; with whom it's important to build relationships</li> </ul>	<ul style="list-style-type: none"> <li>Establish a clear vision and short term business priorities</li> <li>Establish foundation for a high performance team</li> <li>Create &amp; implement stakeholder strategy</li> <li>Establish peer mentoring relationship(s)</li> </ul>	<ul style="list-style-type: none"> <li>Make progress on short and long term business priorities</li> <li>Continue to build cross-organizational network of stakeholder relationships</li> <li>Continue implementing team formation &amp; development strategy</li> </ul>	<ul style="list-style-type: none"> <li>Consistent short term progress pushing towards longer term business vision</li> <li>Build talent pipeline / mentor &amp; develop high potential leaders</li> <li>Expand role from functional to corporate leader with wide influence</li> </ul>
<b>Alignment</b> <i>What must you do to ensure systemic alignment?</i>	<ul style="list-style-type: none"> <li>Understand organization's &amp; boss's expectations of your role</li> <li>Understand expectations &amp; priorities of direct reports, peers, customers &amp; other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Create &amp; implement plan for personal development to align with business strategy</li> <li>Align organization structure and people to meet short and long term business needs</li> </ul>	<ul style="list-style-type: none"> <li>Continue to align personal development with business strategy</li> <li>Continue to align organization structure and people to meet short and long term business needs</li> </ul>	<ul style="list-style-type: none"> <li>Realign personal development plan to support broader organizational scope</li> </ul>
<b>Communication</b> <i>With whom &amp; what do you need to communicate?</i>	<ul style="list-style-type: none"> <li>Understand communication and decision making processes</li> </ul>	<ul style="list-style-type: none"> <li>Develop core message to deliver to key stakeholders</li> <li>Create plan to communicate your vision</li> <li>Establish communication process with key stakeholders</li> <li>Implement communication strategy of early wins</li> </ul>	<ul style="list-style-type: none"> <li>Continue evolving &amp; delivering core message</li> <li>Continue executing &amp; refining communication process with key stakeholders</li> <li>Continue communication strategy of early wins</li> </ul>	<ul style="list-style-type: none"> <li>Continue evolving &amp; delivering core message</li> <li>Continue executing &amp; refining communication process with key stakeholders</li> </ul>
<b>Evaluation</b> <i>What / how will you track &amp; measure progress?</i>  <i>From whom &amp; for what do you need feedback?</i>	<ul style="list-style-type: none"> <li>Understand existing feedback &amp; measurement mechanisms</li> <li>Understand organization's / customer's current perceptions of you, your team / business unit</li> </ul>	<ul style="list-style-type: none"> <li>Establish mechanisms for obtaining feedback on personal development and business performance</li> <li>Establish process to track early wins</li> <li>Establish process to monitor progress on business objectives, such as Balanced Score Card</li> </ul>	<ul style="list-style-type: none"> <li>Seek feedback on early win initiatives</li> <li>Seek feedback from stakeholders on degree to which their needs are being met</li> <li>Seek feedback on progress of team</li> <li>Seek feedback on execution of communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Seek feedback from stakeholders on key business performance</li> <li>Seek feedback on progress of team</li> <li>Seek feedback on communication</li> <li>Seek feedback on personal development, credibility and influence in the organization</li> </ul>