



# First Level Leaders



## Checklist

Lead Through Our Values  
Build Enduring Capability  
Energise People  
Maximise Value



# As you transition 14 things to check

## 1. Make sure there is adequate handover

Handover is rarely a simple process; you may have been trying to manage two jobs for a while, or not had a chance to speak to your predecessor. Ideally you should have several meetings with your predecessor and obtain as much documentation as possible. You may also wish to meet with the HR partner for your new area.

## 2. Determine who your important stakeholders are

Your line manager, and often your predecessor, will assist in identifying important stakeholders. You should also bring your own perspective. Don't overlook the importance of Your line manager, and often your predecessor, will assist in identifying important stakeholders. You should also bring your own perspective. Don't overlook the importance of your team: they are also stakeholders. Arrange introductory meetings and look for ways in which to help each of them achieve their objectives.

## 3. Get the right meeting routine in place

Regular communication with key people is essential to your success. Those people are: your line manager, your team members, key stakeholders and trusted advisors. Agree and diarise a regular communication routine with each of these people. Typically this will range from weekly to quarterly.

## 4. Work out what your mission is

Listen. Ask questions like 'what could we do to improve?', 'what does the business need us to do?'. Your team and stakeholders will have useful insights and will appreciate being involved. Don't underestimate the thought that has gone into the current mission. Check that your priorities are aligned with your manager's and ask them for guidance.

## 5. Ensure that proper processes are in place

You can't manage systematically without proper process and documentation. If these aren't already in place look to agree with your team some key documents and processes linked to your team's activity.

## 6. Agree a common set of expectations

Ask what expectations your team and line manager have of you in your one-to-ones and make your expectations clear. There will be differences; working collaboratively towards a common set of expectations – for example by agreeing how the BP Values & Behaviours apply to specific activities in your team – will help achieve alignment.

*“Your primary focus should be around supporting and growing capability.”*

## 7. Identify and address any problems that need immediate attention

Identifying some business outcomes that you can realistically achieve in the near term will help build your confidence, your profile and your team. Don't take on too much and resist the temptation to say 'yes' to everything.



## 8. Manage your schedule

Your diary will fill up very quickly. It can help to establish regular blocks of time early on – such as daily periods during which you answer emails – to avoid becoming overwhelmed by requests. Baseline core activities, then work with what remains of your time.

## 9. Make sure you have what you need from HR

What HR systems do you need to access and what key policies you need to see? If you have an HR partner, meet with them and clarify the level of support that you can expect. Raise any questions you may have regarding processes which relate to your team – for example: recruitment, contractor management, performance management.

## 10. Make sure you have what you need from IT

Access to relevant IT systems and equipment may seem secondary, but if you can't use them effectively it may make doing your job much harder and stressful. Get familiar with key systems (such as expenses, procurement, timesheet management) early on.

## 11. Let go of your old role

Many people are promoted on the basis of competence in their current role, only to find that leadership makes very different demands. This can be frustrating and it is easy to revert to doing what you know and do best. It is important to delegate and to demonstrate that you trust people. Your primary focus should be around supporting and growing capability.

## 12. Consider whether you have the right people in the right roles to achieve your mission

A common mistake is to jump into organisational design too early, before you have properly understood the thinking behind the current state. That said, you should understand what people in your team are doing and how their activity contributes to organisational objectives.

## 13. Develop your 'elevator pitch'

It's likely you'll be meeting many people for the first time. Rightly or wrongly they will form a lasting impression of you based on these introductory meetings. Do you know how you want to come across?

## 14. Plan development

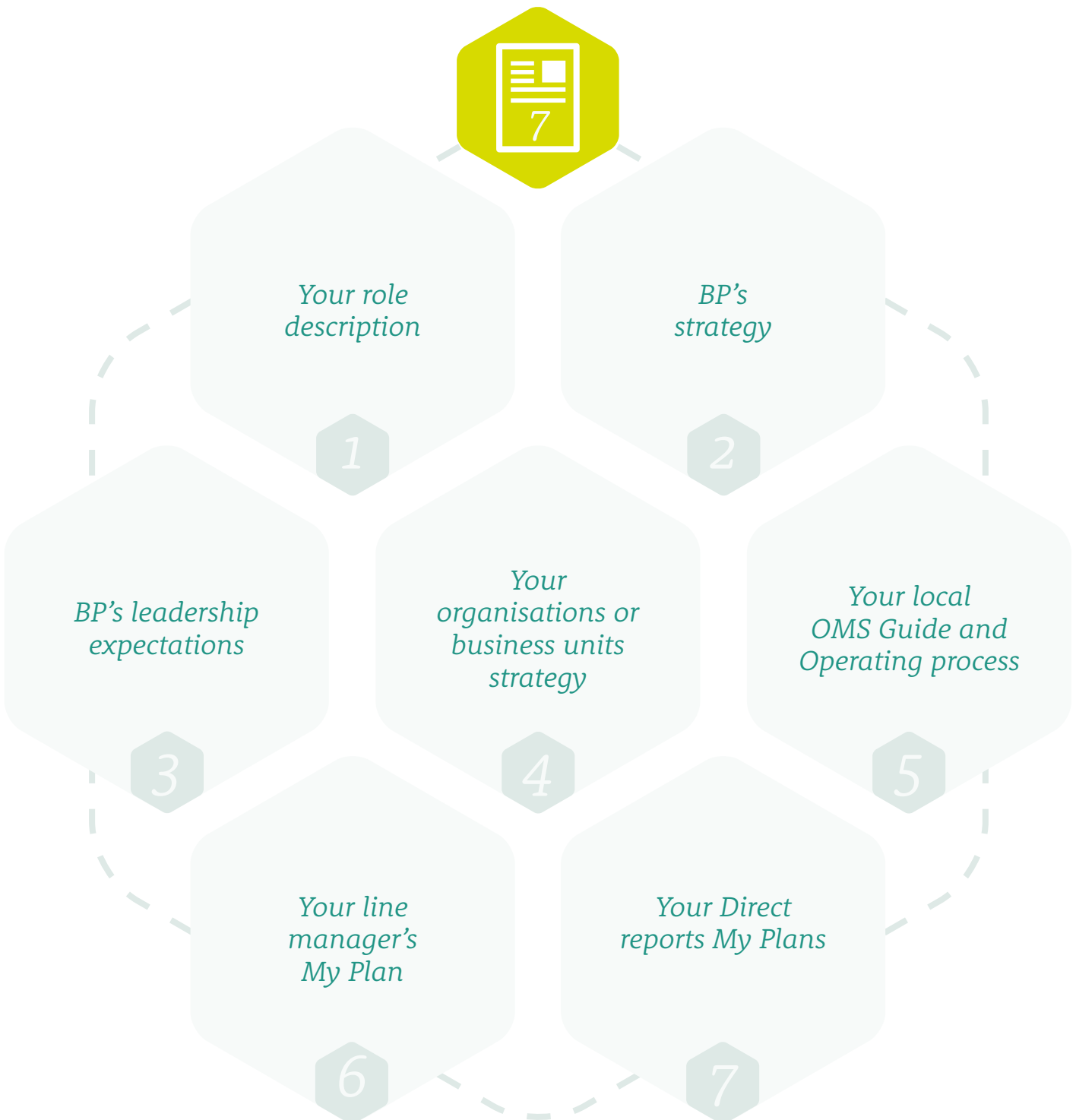
This may seem like something low on the list of immediate priorities, but don't forget that your team are also undergoing transition. Development planning is a good way to demonstrate your desire to support them and a strong commitment to building capability. Planning your own development is also important because becoming a leader is.

*“Regular communication with key people is essential to your success.”*

*“Do you have a clear, compelling story about who you are and what you are aiming to do?”*



As you transition 7 key documents  
it would be useful to see...





# Systems and Processes



1	Working with your manager, establish your Delegations of Authority which cover what you and your team can authorise.	<a href="http://authorities.bpweb.bp.com/">http://authorities.bpweb.bp.com/</a>
2	Update your Amex registration with your new authorisation levels, and new address	<a href="http://corp.americanexpress.com/gcs/clients/bp/">http://corp.americanexpress.com/gcs/clients/bp/</a>
3	Update your E-expenses registration to reflect your new position, new line manager approvals and authorisation levels. As a new leader you have additional responsibility – you should review BP Expenses Policies	<a href="http://e-expenses.bpweb.bp.com/">http://e-expenses.bpweb.bp.com/</a> <a href="http://e-expenses.bpweb.bp.com/Expense_Policy/Country_Policy.htm">http://e-expenses.bpweb.bp.com/Expense_Policy/Country_Policy.htm</a>
4	<p>BP People Portal has a wealth of HR and people related information, processes and policies that you must be familiar with as a new leader of people, for example:</p> <ul style="list-style-type: none"> <li>• Team Dashboards</li> <li>• Forms &amp; Reports</li> <li>• Reward &amp; bonus structure</li> <li>• Task list</li> <li>• Manager Centre</li> <li>• Leave / sick leave</li> <li>• Notifications</li> <li>• Recruiting new staff (TAS)</li> <li>• Your Data</li> </ul>	<a href="https://bppeople.bpweb.bp.com/irj/portal">https://bppeople.bpweb.bp.com/irj/portal</a> <a href="https://onehr.bpweb.bp.com/CYP/en/onehr_reward.aspx">https://onehr.bpweb.bp.com/CYP/en/onehr_reward.aspx</a>
5	Performance Management : ensure you have access to your direct reports MyPlans	<a href="https://hr.bpglobal.com/RewardOnline/Sites/Performance_online/Home.aspx">https://hr.bpglobal.com/RewardOnline/Sites/Performance_online/Home.aspx</a>
6	Contractors: if you have contractors or freelancers working for you, you must review and update your Fieldglass access and sign-off	<a href="https://www.fieldglass.net/BPSSOlogin">https://www.fieldglass.net/BPSSOlogin</a>
7	Health and Safety: review all elements of Health and Safety from the perspective of your new leadership position e.g. new site induction, new DSE, driving engagement with local office/site safety, Reporting and incident investigation	
8	Ethics: review BP's business ethics website	<a href="http://global.bpweb.bp.com/environment_society/ens_business-ethics_module.aspx">http://global.bpweb.bp.com/environment_society/ens_business-ethics_module.aspx</a>

## If you're new to BP you should

1

Attend Discover BP New Joiner Induction (Grade G and above) within 3 to 6 months of joining

<http://leadershipdevelopment.bpweb.bp.com/ManagingEssentials/DiscoverBP.aspx>

2

BP OrgChart provides a view of the organisation, showing reporting structures, teams, job titles, and locations

<https://orgchart.bpweb.bp.com/>

3

My Learning is BP's learning management system, providing access to BP Groups learning programmes – all new joiner events and leadership development programmes

<http://mylearning.bpweb.bp.com/OrganizationChart>





# Evaluating your Transition Context

You can use this as a checklist or quick self-assessment tool to consider the transition areas you might want to be focusing your attention on as you prepare for your new role.

Low scores indicate areas that need to be worked on.

*“Transitioning leaders must manage their transitions with the same intensity that they manage their day-to-day work”*  
*Corporate Executive Board 2013*

Context Themes	Importance to new role					x	Level of comfort					Total
	Low			High			Very			Not Very		
Context Themes	1	2	3	4	5	x	1	2	3	4	5	
Sample response	1	2	3	✓	5	x	1	2	✓	4	5	12
I know the industry	1	2	3	4	5	x	1	2	3	4	5	
I know the organisation	1	2	3	4	5	x	1	2	3	4	5	
I am used to working at this level in a large, global organisation	1	2	3	4	5	x	1	2	3	4	5	
I know the main challenges/ issues of my business unit	1	2	3	4	5	x	1	2	3	4	5	
I am familiar with my new team	1	2	3	4	5	x	1	2	3	4	5	
I am familiar with most of the new systems I will be using	1	2	3	4	5	x	1	2	3	4	5	
I am required to make some significant change early on in my new role	1	2	3	4	5	x	1	2	3	4	5	
I am familiar with the location/country	1	2	3	4	5	x	1	2	3	4	5	
I am aware of my behaviour and traits as a leader [see following pages]	1	2	3	4	5	x	1	2	3	4	5	



# Behaviour and Identity

Four key personal transitions have been identified. On the following two pages these four transitions are shown and the shift in both the behaviour and identity that you need to make are outlined.







Directive



## Influencing without authority

### Behaviour Shift

- From directive, command-oriented decision making to participative and consensus-building decision making
- From taking quick, decisive action to seeking the input of others while considering multiple points of view
- From gaining commitment through authority to inspiring action through persuasion, knowledge, charisma and tact

### Shift in Perspective

- From valuing speed, efficiency and clear-cut solutions to valuing the gathering of lots of information and seeing situations from multiple perspectives
- From valuing authority, influence and hierarchy to valuing consensus, mutual accountability and shared decision making



Diplomatic



Tactical



## Focusing on the detail

### Behaviour Shift

- From short term, pragmatic thinking to long term, big picture thinking
- From focusing on the specific process details of how targets will be met to focusing on identifying what those targets will be and how they impact the company
- From focusing on the now, to focusing on the future

### Shift in Perspective

- From valuing reaching targets to a high standard to valuing change, growth and sustaining competitive advantage in the marketplace



Strategic





# 8 Common leadership mistakes



We all want to look good and do well in a new role: but this can lead us into some obvious traps. We list them here, so you can avoid them.

What are the common mistakes?	Why do they happen?	Tips to help avoid them...
<p><b>1</b></p> <p><b>Focusing on the detail instead of the big picture</b></p>	<p>If you were promoted because you were good at your old job, it can be tough to let go. As a manager your role is now less about 'doing stuff', less about being the technical expert, and more about supporting &amp; guiding the people who are doing stuff.</p>	<ul style="list-style-type: none"> <li>• Show that you trust people.</li> <li>• Shift your focus to the big picture, develop a vision and processes that support success.</li> </ul>
<p><b>2</b></p> <p><b>Micromanaging</b></p>	<p>Micromanaging people may sometimes seem like the best option but it compromises the development of trust, erodes the performance of your team members, and deprives your team of the chance to succeed.</p>	<ul style="list-style-type: none"> <li>• Delegate - even the things you used to be good at.</li> <li>• Learn to deliver through others.</li> <li>• Expect most of your time to be spent supporting your team.</li> </ul>
<p><b>3</b></p> <p><b>Not taking ownership</b></p>	<p>New managers often avoid difficult decisions and conversations or handle them poorly. Unfamiliarity with policy, process and ownership can make decision-making daunting but it is now a core part of your role.</p> <p>Understand which decisions are yours to make, who you should listen to, to inform those decisions, and be aware of policy and process.</p>	<ul style="list-style-type: none"> <li>• Plan difficult conversations and don't delay them. Listen to how people feel, but focus on the facts.</li> <li>• Ask the other person for suggestions, and agree outcomes.</li> <li>• Make performance conversations ongoing, open and factual in nature, rather than bi-annual outbursts.</li> <li>• Learn about decision making techniques.</li> </ul>
<p><b>4</b></p> <p><b>Jumping to conclusions without gathering the facts</b></p>	<p>As a new manager you may feel under pressure to set the direction and lead from day one. This is usually a mistake; you need to start by understanding your team's perspective, your manager's and that of key stakeholders. Be wary of relying on previous experience to make judgements in your new context.</p>	<ul style="list-style-type: none"> <li>• Ask plenty of questions &amp; gather multiple perspectives.</li> <li>• Recognise when you are emotionally committed and step back to consider</li> <li>• Recognise that in your new role your old models may not be appropriate.</li> </ul>

What are the common mistakes?	Why do they happen?	Tips to help avoid them...
 <p><b>5</b> <b>Intimidating others</b></p>	<p>If you're unsure of yourself (and everyone is) it's easy to put on a front and pretend you have all the answers. A little humility goes a long way. Have the confidence to acknowledge your limitations and you'll create an environment where helping each other out is normal. Your team will respect you more.</p>	<ul style="list-style-type: none"> <li>• Know each person's strengths and ask for that type of help.</li> <li>• Ask people 'what do you think?'</li> <li>• Demonstrate humility, modesty and don't take yourself too seriously!</li> <li>• Allow space for your team to perform and learn from mistakes</li> <li>• Consider how your comments and actions affect the team.</li> </ul>
 <p><b>6</b> <b>Not handling feedback</b></p>	<p>Other people will often spot your shortcomings much faster than you do. Though constructive feedback can be hard to swallow, the sooner you seek it and act on it, the quicker you will improve. Feedback is information that helps you understand if your behaviour has had the intended impact.</p>	<ul style="list-style-type: none"> <li>• Treat feedback as a gift. What can you learn?</li> <li>• Actively seek out feedback, thank people for it and tell them what you are going to do differently.</li> <li>• Ask your team for feedback – don't assume every feedback conversation is one-way.</li> </ul>
 <p><b>7</b> <b>Taking too much credit</b></p>	<p>Taking the credit when things go well and shedding the blame when they don't, won't earn respect from anyone in the long term. Becoming a people manager means that your success is driven by the success of your team. Your goal is to equip your team to succeed.</p>	<ul style="list-style-type: none"> <li>• Thank people for their work.</li> <li>• Publicly highlight the contributions they have made to success.</li> <li>• Actively look for collective wins for the team. A collective win is more powerful than a personal win.</li> </ul>
 <p><b>8</b> <b>Values not aligned</b></p>	<p>Achieving results, but in the wrong way. Success is measured in how you achieve as well as what you achieve.</p>	<ul style="list-style-type: none"> <li>• Understand BPs expectations of its leaders.</li> <li>• Show that you care about your people. Show that you appreciate ways of working as much as outcomes.</li> <li>• Run a group exercise where you map BP's Values and Behaviours against ways of working in your team.</li> </ul>



# Questions for your line manager

Building relationships takes time. This list should identify some important areas for your first meeting, but a good relationship needs regular, open, communication. A common problem is that you and your manager make different assumptions about what you're going to do and how – and these don't come to light until later.

### 1. What are your priorities?

This may be interpreted loosely as 'the things you're trying to accomplish' or more precisely as 'the priorities you have listed in MyPlan'. Either way, you need to understand the objectives that really matter to your line manager and how your activity fits with those (just as your team's priorities should align with yours).

### 2. What are your expectations of me?

Try to get at both the 'what' and the 'how': what it is that your manager expects you to accomplish and what are his/her expectations around ways of working. There might also be wider expectations of your role – for example from internal clients. Try to find out how your manager expects you to be dividing your time.

### 3. Are there any immediate things that you need me to do? Quick wins?

Aside from getting to know you, your line manager may have some very specific tasks they need you to tackle – give them an opportunity to raise these, because you may want to ask questions such as 'is there a deadline?' or 'what is the budget?' If there isn't anything urgent, you might get some good advice on 'quick wins' - worthwhile things that can be accomplished relatively easily.

### 4. What does 'success' look like for my role?

Your line manager will need to set your priorities as part of the MyPlan performance review process. At this stage though it's really important to get a rough idea of what doing a good job means to your manager; for example whether they are expecting 'silent running' or organisational redesign ideas. Try and make these expectations as explicit as possible.

### 5. How would you like us to work together?

Setting up a regular routine, understanding when and how your line manager likes to communicate – these will be essential if you are to build a good working relationship over the next several months.

### 6. Can you tell me more about the background to the role and my transition?

Try to get a full picture of the context of your appointment; what led up to it, any historical challenges or mistakes to avoid repeating. If you had a predecessor what their strengths or accomplishments were and those areas where you might seek to do better.





### 7. Who are the people I should meet?

Most new line managers will spend some time meeting their key stakeholders – people who will influence your success in role. Your line manager is likely to be able to list many of them, and you should take the time to meet with each stakeholder and discover what they are expecting of you.

### 8. Can you tell me more about the people in my team?

Your line manager may well have useful insights into your team, their individual differences and things that have gone well or not so well in the past. As you build your relationships with your team any information can help speed the process.



*Your line manager may well have useful insights into your team.*



### 9. Where should I focus my own development?

Acknowledging that you will need further development, and that you have already begun thinking about your plan, sends a positive message and sets expectations around the role of your manager in coaching and developing you. It is also a diplomatic way of approaching the question of your weaknesses, as perceived by others.

### 10. Do you have any general advice?

Sometimes the most open questions can elicit the best advice. Unless you ask, they may not offer advice for fear of being too directive – but demonstrating that you are open to listen and learn is a good basis for a working relationship.



*Sometimes the most open questions can elicit the best advice.*





# First team meeting

Your first team meeting is an opportunity to introduce yourself, allow the team to assess you and for you to convey a sense of who you are. Here are some tips to guide your preparation.

## Great things to do

### 1. Be human

Not as easy as it sounds. Everybody gets nervous talking to a group. Smile. Try to relax. Share a bit of your life. Demonstrate humility. Know what you want to say but avoid scripting. Talk to people as if you were addressing friends at the dinner table, not as if you are addressing children in a classroom.

### 2. Remember that how you come across is at least as important as what you say

It is likely that many people are just trying to figure out what you will be like to work with. People are generally more interested in the 'how' than the 'what' so avoid setting out a vision or expectations prematurely, instead try to demonstrate that you are the kind of manager who will listen, support them, treat them fairly and have a positive approach.

### 3. Be open and honest

If you are nervous, it's ok to say 'I'm a bit nervous'; don't be evasive or pretend to have all the answers. Employees look for a manager who is fair and honest – so adopt that position from the start.

### 4. Involve your audience

Involving people is a great way to set expectations and build engagement. This can range from 'sharing a personal interest' to 'an update on my project'. Few things send a stronger message than giving space to the voice of the team.

### 5. Anticipate

There will likely be people with specific concerns or questions. Talk to your audience's agenda, not yours. Wherever possible find out what they want to know - and if you can't give answers describe a process or timeframe by which they will be reached. Don't be surprised if people are not as enthusiastic as you are.

### 6. Consider culture

Different regions, organisations and even parts of an organisation will have markedly different cultures. Consider and demonstrate your sensitivity to local culture in the approach you adopt.

### 7. Get feedback

Seek feedback from the team (and your manager) on the meeting and demonstrate that you are open to suggestions for improvement and implement these at subsequent meetings.

## Logistical considerations

### 8. Timing and venue

Try to make it a time which is convenient for everyone to attend, especially if people are attending across time zones. Think about the duration: meetings longer than one hour can be tiring without audience participation. Consider a venue that will be suitable and have sufficient capacity. If possible, check your arrangements with someone used to organising meetings.

### 9. Participants

Involve everyone in the team if you can. You may also wish your manager to attend, to support and introduce you. Think carefully before including stakeholders outside the team – your team may expect this time to be exclusive.

### 10. Invitations

Give people as much advance notice as you can, and keep the invitation wording simple and informal in tone.

### 11. Dress, prep & props.

Dress smartly, but more like the team than their bank-manager! Importantly, leave a little time for preparation prior to the meeting: your state of mind immediately before the meeting will often carry into the meeting. Some

people find a prop useful: some notes to hold, a pair of glasses or a cup of coffee.

### 12. Technology

Technology is a common derailer; it invariably goes wrong if you haven't done a thorough run-through and this is unsettling. If you're setting up a conference call or video-link do a dry-run and make sure you have technical support on the day. Anticipate common problems such as difficulty in hearing questions from the room.

### 13. Talk about yourself

If your line manager is there, they may wish to introduce you. Thank the team for attending, explain how you feel about leading the team. Provide people with a sense of who you really are and what matters to you: for example by sharing a picture of an important moment or a story which highlights an aspect of your character. Move on to your professional experience and your reasons for taking the job.

### 14. Ways of working with the team

Describe what you intend to do during your next few weeks and outline your initial plans for working with the team, such as 'meeting regularly with each of you to get your input'.

### 15. Headlines

Think carefully about a few headline messages you would like to share and practice the wording, for example 'Continuous

Improvement: enabling everyone to make a contribution'. Consider the most negative interpretation that someone might make, for example 'Simplification' might be interpreted as 'Job cuts' by some. Avoid scripting everything or having too much text on slides (if you use them). Don't be overambitious – a positive impression and a few key messages is a good outcome!

### 16. Questions

It is a good idea to ask for questions but you may have no questions, difficult questions or questions you don't know the answer to. Consider likely questions and how you can respond to questions such as 'will you be making any job cuts?'. You may want to gather some questions in advance in case there are none on the day. If there are no questions, consider asking a question of the team, such as 'what do you think of what you've heard today?'

### 17. Participation from the team

It can be a good idea to involve the team in some way, especially if the meeting is long and questions alone are not sufficient. If the team is small it may be appropriate for members to give a quick update on their projects, for a larger team a simple exercise, such as 'something that really interests me' or 'my favourite place in the world' may keep energy levels high.





# Individual meetings with direct reports

Tell me about you as an individual. What do you enjoy?

What's an achievement your most proud of?  
What are your goals?  
And hopes for the future?

What path led you to this role?  
What roles have you had in the past?

What are your current responsibilities?

Tell me about any specific things you're working on. Where/how can I learn more about the details of this work?

Tell me about the performance of the team to date.

What can you share with me about the dynamics of the team (for example, engagement, motivation, culture)?

What are the team's strengths and weaknesses?  
What can we be doing now?

What do you perceive to be your strengths?  
What do you like to do?  
What are your career aspirations?



How often do you want to meet as a team?  
How best do you like to communicate? (How often should we meet as a team and one-on-one?)

Do you have a sense of what our team and/or I can do during the next first few months to make a positive impact for the business?  
What obstacles do you think we'll have to overcome?

Is there anything else you'd like to discuss?

How do you like to be managed? What can I do that is helpful?  
What are your concerns?  
What are your expectations of me as your manager?





# First meeting with a Peer

Tips, considerations and good questions to ask in your first meeting with a peer

<p><b>1</b></p> <p><b>Build rapport. Find out what your colleague likes to talk about and how they like to talk.</b></p>	<p>Find out what you can about your colleague before meeting them. Make good eye contact &amp; listen actively. Cultures vary, but in most it is polite to build rapport before launching into a list of questions. A discussion of backgrounds, interests or family are generally acceptable topics and you should look for the conversational cues that signal that the other person is ready to move on.</p>
<p><b>2</b></p> <p><b>What is the path that led you to this team/your background?</b></p>	<p>This may come up naturally, but it can help to establish common ground, or give a sense of how experienced the person is within the organisation. Your relative journeys can set the tone for the relationship, e.g. 'shared adventure' or 'wise words'.</p>
<p><b>3</b></p> <p><b>Can you tell me more about your current role/your responsibilities?</b></p>	<p>You should have a good idea of your colleague's role, but probably you've made assumptions, and only scratched the surface. Give them the opportunity to explain what their role means in practice. Usually you'll learn more than you know.</p>
<p><b>4</b></p> <p><b>What are your priorities and your day-to-day challenges?</b></p>	<p>This question should follow naturally from the one above; some people will interpret 'priorities' literally (their MyPlan priorities) others more loosely. You should also discover the challenges they face, as these may reflect 'pain points', i.e. areas where they would most appreciate your help.</p>
<p><b>5</b></p> <p><b>I understand you've been working on, or are responsible for [project/activity] Can you tell me a bit more about this work?</b></p>	<p>This question demonstrates that you have taken time to prepare for the meeting, as well as steering towards specific areas of collaboration. There might be a named contact with whom you can work, or an initial meeting to be arranged to take the project forwards.</p>
<p><b>6</b></p> <p><b>Is there anything you need immediate help with?</b></p>	<p>As a rule of thumb, you should always be clear on what you want to get from a meeting. Your colleague may also have something specific they need to accomplish - for example something that should not be overlooked during your handover process. This is a chance to address their agenda before you ask for advice &amp; help with your own.</p>

7

**What can you tell me about the dynamics of my team and the department?**

By gathering multiple perspectives on your team: strengths, weaknesses, opportunities and threats, you will be in a better position to discuss and address these as a team. Look for your peer's perspectives on the engagement, motivation, culture, etc. of your team.

8

**What can you tell me about my predecessor? How did the team gain most from him/her? What do you think I should do differently?**

Avoid dismissing your predecessor's accomplishments or jumping to conclusions about their approach: instead try to learn from their accomplishments & strengths and explore areas for further improvement.

9

**I will be working on [project/activities]. Do you have any general advice or guidance? What are things I should watch out for?**

Moving into leadership often entails dealing with ambiguity and relationships. Such open questions can be helpful in identifying challenges which are not practical, but important nonetheless.

10

**Do have any feedback for me? Such as how I am coming across, what you've heard of my proposed approach?**

It's not always easy asking for feedback, but it is essential if you are to improve. Your colleague will be unsure of how you will react, so demonstrate that you are open to and grateful for feedback if you want an honest opinion.

11

**How would you like us to work together? How often should we meet? How do you prefer I communicate with you e.g., e-mail, phone, in person?**

A direct, open question which demonstrates a willingness to listen and adapt. Pay close attention to words which are emphasised or repeated. Move on to focus on the practicalities. Avoid committing to a regular routine which is more than required (otherwise your diary is likely to fill up fast!), but do stick to the agreements you make!

12

**Is there anything else that it would be useful for me to know?**

A good closing question, before you summarise the outcomes and thank them for their time. Respect your colleagues' time and avoid running over – although it is usually acceptable to finish early.



# Stakeholder Analysis

Identifying your stakeholders and building these relationships is critical to making a successful transition. Some stakeholders are self-evident such as your line manager and your direct reports. Not all stakeholders are equally important to your success. Talk to your team and manager to identify important and influential stakeholders. Then prioritise your time with the stakeholders who can have the most impact on your team's success.

Stakeholder	Priority (1- High/ 5- Low)					Timeframe			Critical Support Network
	1	2	3	4	5	Month 1	Month 2	Month 3	
Line manager	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hand-over colleague	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR Business Partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Peers:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct reports	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clients /Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Stakeholder	Priority (1- Low / 5- High)					Timeframe			Critical Support Network
	1	2	3	4	5	Month 1	Month 2	Month 3	
Technology and Systems Providers						Month 1	Month 2	Month 3	
Partners						Month 1	Month 2	Month 3	
Suppliers						Month 1	Month 2	Month 3	
Other Leaders whose teams link into your own						Month 1	Month 2	Month 3	
Competitors						Month 1	Month 2	Month 3	
Family						Month 1	Month 2	Month 3	✓

### Allies

Identify which stakeholders can serve as 'allies' and 'mobilisers' for you, and which stakeholders might be challenging to engage with. Allies and mobilisers are stakeholders who possess strong networks and influence, and can provide guidance and support to you in your engagement with stakeholders who are challenging.

### Critical support network:

Some challenges ahead will be tough. Many will be bigger than those you've faced before. It's important you nurture strong relationships with those who have a vested interest in your success. Identify these people, spend time on these relationships. They will support you when the going gets tough.



# Stakeholder: Questions to ask yourself

## Priority Stakeholders

- Have I prioritised stakeholders, taking into account what my line manager and his/her manager most cares about?
- What is the local culture and politics that these stakeholders operate in and its likely impact on me?
- What feedback have I received from these stakeholders about what my team can do better?
- Are there stakeholder issues that could impact my success that I need to make others aware of?

## Your Team

- Which of my direct reports have a strong network?
- Which members of my team own key partnerships with stakeholders?
- Are they managing the relationship effectively? Have they established key objectives, mutual expectations, and metrics for the relationship (where needed)?
- Are they collaborating effectively with the stakeholder?
- Are there changes I should make to stakeholder partnerships and management amongst my direct reports? (Changes might include shifting ownership; delegating ownership from yourself to a team member; or taking ownership from a team member.)
- Are there influential stakeholders that my team does not have a relationship with?

## Peers

- How can I support the objectives of my peers and allies to further deepen our relationship?
- Which of my peers are likely to be allies because they have a vested interest in my success?
- What type of intelligence can I glean from my peers and allies? For example, who are the key influencers? What knowledge do my stakeholders have about my key clients that I do not? What are the unwritten rules of the local organisational culture, which I do not know about?
- Can I use a peer or ally to help build new relationships, and combat any potential resistance in new relationships?
- Am I using my peers effectively to build necessary skills and knowledge?
- Are there new stakeholders, clients or customers I should be seeking?



# Collective Quick Wins

The most successful transitioning managers are those who achieve “quick wins.” However it’s really important that it be a team win, not just your win. Otherwise, you risk alienating your direct reports. You can use this template to brainstorm potential “quick win” that might allow you and your team to demonstrate a big achievement early.

Discuss these with your team, present your ideas to your manager and collaboratively select the best opportunity. By focusing on a team win, you will also demonstrate your commitment to leading your team to results. And, you’ll earn a win with your manager.

<b>Describe the “Quick Win”</b>	How will this win reflect positively on each team member?	How will you measure success?
Is it urgent?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Is it important?
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		Timeframe <input type="checkbox"/> Month 1 <input type="checkbox"/> Month 2 <input type="checkbox"/> Month 3

<b>Describe the “Quick Win”</b>	How will this win reflect positively on each team member?	How will you measure success?
Is it urgent?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Is it important?
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		Timeframe <input type="checkbox"/> Month 1 <input type="checkbox"/> Month 2 <input type="checkbox"/> Month 3

<b>Describe the “Quick Win”</b>	How will this win reflect positively on each team member?	How will you measure success?
Is it urgent?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Is it important?
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		Timeframe <input type="checkbox"/> Month 1 <input type="checkbox"/> Month 2 <input type="checkbox"/> Month 3



# 3 month transition plan

"Feedback is **information** that helps you understand if your behaviour has had the impact you intended."



## Transition Objectives

1

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2

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3

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4

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## Milestones

1

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2

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3

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4

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## Metrics To Ensure Success

1

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2

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3

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4






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# Review of your first 3 months

After your first 90-days settling into the role it's worth taking a few moments to reflect on how things are going: Are the expectations of you clear? Have you met your team and had conversations with the key individuals within your team? What should be your on-going goals for development? What should be your future plans?

This is your time to reflect, seek some informal feedback and do some future planning,

 <p>Reflect on your transition...</p>	
 <p>What feedback can you gain from your line manager?</p>	
 <p>How do you match BP's Leadership Expectations? How are you matching the expectations of you from your line manager and others with whom you work closely?</p>	
 <p>Consider your strengths and anything that might not be going so well?</p>	
 <p>What will most help you in your next phase?</p>	



*To help you in the next phase: Have you signed up for your Transition Workshop?*



Who, from your network, can most help you in your next phase? What will be your manager's role? How could you use a mentor to help you?



What are the key risks in your role and how might you avoid them?



What does success look like? When will you achieve your successes? How will you measure your success, quantitatively and qualitatively?



How should you plan your development for next 12 months?

- What training/development should you be doing?
- Who can help, support you in this?
- Which projects and initiatives are you working on that will give you the opportunity to build these skills?



What should you be your key strategies, plans for your team for the first year and beyond?





