FUNDAMENTALS FOR NEW LEADERS

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If you are a leader with ten years of experience in your backpack, you are probably not going to find anything new in this research. However, if you have your first leadership position in sight, or you have just been promoted to your first leadership position, this is right for you. Many people have written about leadership and there is an abundance of guidance on what to do in the first 90-100 days, but these writings are too complex. Therefore, people who are new to the field cannot digest, understand, and follow the advice. All of these issues can be simplified and become more available to new leaders, because most of the data an incoming leader should know, can be consolidated into three main phases; specifically: preparation, assessment, and action. The author has solved this problem through analysis of the field data and the major works in the field. The PAA=ELIP (Prepare, Assess, Act equals Effective Leadership in Initial Period) model is the author's solution and a remedy for a new leader. The result of this research targets a particular audience―new leaders.

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ABSTRACT

FUNDAMENTALS FOR NEW LEADERS, by Major Oleksii Tsariuk, 79 pages.

If you are a leader with ten years of experience in your backpack, you are probably not going to find anything new in this research. However, if you have your first leadership position in sight, or you have just been promoted to your first leadership position, this is right for you. Many people have written about leadership and there is an abundance of guidance on what to do in the first 90-100 days, but these writings are too complex. Therefore, people who are new to the field cannot digest, understand, and follow the advice. All of these issues can be simplified and become more available to new leaders, because most of the data an incoming leader should know, can be consolidated into three main phases; specifically: preparation, assessment, and action. The author has solved this problem through analysis of the field data and the major works in the field. The PAA=ELIP (Prepare, Assess, Act equals Effective Leadership in Initial Period) model is the author's solution and a remedy for a new leader. The result of this research targets a particular audience—new leaders.

ACKNOWLEDGMENTS

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CHAPTER 1

INTRODUCTION

> A leader is a man who has the ability to get other people to do what they don't
> want to do, and like it.
> —Harry S. Truman, quoted in Kevin Kruse, "100 Best Quotes on Leaderhsip"

"Is Everyone a Leader?"[1] The author of twenty-five books, Tom Elmore answers this question as Yes and No. It is all about how you define the word leader. The opinion of Mr. Elmore is that if you define it in traditional way, "a leader is someone with a position, in charge of a group of people in an organization,"[2] then answer is No, because not every student is gifted enough to become a president or chief executive officer. At most, only 10 percent can ever do it. Other people just use a common list[3] of excuses why they cannot be leaders. Some of those excuses are: I cannot lead; I don't have a position of authority; I am just not a natural take-charge person; I am an introvert, so I don't really influence others; If everyone is a leader, then who is following?; and, leadership roles and leadership training are just not for everyone.

The author of this research proposes to make those kinds of excuses go away, and encourages learning to lead from the very beginning, from the first leadership position imaginable. It is impossible to become another Colin Powell, Mother Teresa, or Bill Gates; nevertheless, everyone can become a leader.

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[1] Tom Elmore, "Is Everyone a Leader?" *Psychology Today*, February 20, 2014, accessed May 1, 2015, https://www.psychologytoday.com/blog/artificial-maturity/201402/is-everyone-leader.

[2] Ibid.

[3] Ibid.

<u>Leadership is Driven by Culture and Style</u>
<u>May Change throughout the World</u>

Every nation in the world has its own leadership features based on their cultures.

Josh Bersin,[4] in his article "How Does Leadership Vary Across the Globe?"[5] describes

some of them. For instance, the Benelux and Nordic countries tend to have leaders that

focus much more heavily on planning, strategy, communication, and being what we call a

"change ambassador."[6] The United Kingdom and United States, by contrast have more of

a hybrid leadership model. United Kingdom and U.S. leaders tend to be hard drivers

(similar to Indian leaders) and have a much more "push-oriented" approach to change

management.[7]

The executive editor of *Business Insider*, Gus Lubin, in "24 Charts of Leadership

Styles around the World,"[8] also contributes to the idea of cultural differences in

leadership. He explains that East Asian countries tend to have a Confucian hierarchy,

where the group is sacred and leaders are seen as benevolent.[9] In Latin and Arab

countries, authority is concentrated in the chief executive, and family relations are very

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[4] Mr. Bersin is a founder and principal at Bersin by Deloitte, leading provider of research-based membership programs in human resources, talent, and learning.

[5] Josh Bersin, "How Does Leadership Vary Across the Globe?" *Forbes*, October 31, 2012, accessed May 1, 2015, http://www.forbes.com/sites/joshbersin/2012/10/31/are-expat-programs-dead/.

[6] Ibid.

[7] Ibid.

[8] Gus Lubin, "24 Charts of Leadership Styles Around The World," *Business Insider*, January 6, 2014, accessed April 30, 2015, http://www.businessinsider.com/leadership-styles-around-the-world-2013-12.

[9] Ibid.

important, with ubiquitous nepotism.[10] Top Japanese executives have great power in conformity with Confucian hierarchy, but actually have little involvement in the everyday affairs of the company.[11] Efforts made by Russian managers to promote business through official channels may flounder on the rocks of bureaucracy and Russian apathy. Using key people and personal alliances, the "system" is often bypassed and a good result achieved.[12]

<div align="center">

Universal Problems Exist, Some Constant,
Notably Being in it for the First Time

</div>

Despite the fact of the cultural and national differences, universal problems still exist. The problem of being a first time leader is constant and present in all cultures. If it is a universal problem, there should be a solution on how to become an effective leader and how to apply the fundamentals of leadership in practice.

The author of the research is a major in the Ukrainian Army, with particular experience in the field of leadership. Armies are unique in this matter. Every promotion is a new leadership challenge. The author has served in four different brigades, and deployed to Kosovo, but perceives a new leader's challenge as his personal challenge. When the author became a platoon leader after the military academy, he did not have much mentorship available. The author remembers that as a tough time. Moreover, every time you change your post, position, or environment, you face a new set of leadership problems. Therefore, personal motives are the main reason for the author to write about

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[10] Lubin.

[11] Ibid.

[12] Ibid.

the initial period of leadership. The author desires to help new leaders in facing those issues and to share fundamentals of effective leadership with readers. If this study helps at least one person, the author would consider it a success.

<div align="center">Research Problem</div>

Many people have written about leadership and there is an abundance of guidance on what to do in the first 90-100 days, but these writings are too complex. Therefore, people who are new to the field cannot digest, understand, and follow the advice.

All these issues can be simplified and become more available to new leaders because most of the data an incoming leader should know can be consolidated into three main phases, specifically: preparation, assessment, and action.

<div align="center">Primary Research Question</div>

What fundamentals should new incoming leaders be aware of and apply in order to become effective during the initial period of leadership?

<div align="center">First Secondary Question</div>

What kind of preparation should be taken to ensure effectiveness? Preparation includes an analysis of self-preparation and preparation of the organization. What kind information about the future assignment do you need to possess and analyze? Moreover, what kind of an initial preparation will help one to become more confident and more effective.

Second Secondary Question

What kind of assessment should be conducted to ensure effectiveness? The author will discuss with the reader two kinds of assessments: an assessment of the culture and systematic assessment.

Third Secondary Question

What kind of actions should be taken to ensure effectiveness? Discussion of this secondary question will be built in three main streams. They are: things to do as soon as possible, implementing a vision, and teambuilding fundamentals.

Need for Research

The main audience of this research is individuals who seek advice and guidance in order to become more effective during their first leadership assignment. In addition, it could be helpful for inexperienced leaders who already hold a position but are still looking for improvement. The fundamentals the reader finds in this research are universal, despite the culture and the sort of environment in which one is working.

The problem in the initial period as a leader exists despite the fact that there are many books, articles, brochures, and other guidance designed to help with the issue. Most of those sources are too complex for most new leaders. In order to read and digest a 200 to 300-page book, you have to invest a lot of time and effort. Moreover, the complexity turns people away from leadership theories, and they never come back because of a perception of distance and disconnection between an author and the reader. This study is different. It is short and right into the point and it gives the reader a choice for future improvement.

Definitions

Effective: "The term 'effective' refers to how well a process or a measure addresses its intended purpose. Determining *effectiveness* requires: (1) the evaluation of how well the approach is aligned with the organization's needs and how well the process is deployed; or (2) the evaluation of the outcome of the measure used."[13]

Feedback: "The flow of information back to the learner so that actual performance can be compared with planned performance."[14]

Goal: "Commonly defined as a specific desirable future state, measurable and time-targeted, that is formed around a vision and mission. Multiple goals are typically defined to support a mission."[15]

Leadership: "The process of influencing people while operating to meet organizational requirements and improving the organization through change."[16]

Leader: "A leader is a person who can influence others to be more effective in working to achieve their mutual goals and maintain effective working relationships among members. A leader is a dealer in hope (Napoleon)."[17]

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[13] Baldridge Glossary, "Effective," 2015, accessed March 12, 2015, http://www.baldrige21.com/Baldrige_Glossary.html.

[14] Donald Clark, "Feedback," Glossary of Leadership Definitions, May 3, 2013, accessed March 13, 2015, http://www.nwlink.com/~donclark/leader/leaddef.html.

[15] Gary Clayton, "Goal," Practical Leadership, 2015m, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary/.

[16] Donald Clark, "Leadership," Glossary of Leadership Definitions, May 3, 2013, accessed March 13, 2015, http://www.nwlink.com/~donclark/leader/leaddef.html.

[17] Gary Clayton, "Leader," Practical Leadership, 2015, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary/.

Organizational climate: "The short-term phenomenon created by the current junior or senior leaders. Organizational climate is a system of the perception of people about the organization and its leaders, directly attributed to the leadership and management style of the leaders, based on the skills, knowledge, attitude, and priorities of the leaders. The personality and behavior of the leaders creates a climate that influences everyone in the organization."[18]

Organizational culture: "As a group works together and faces common problems, it gradually builds common assumptions about itself and norms of conduct. In other words, the group as a group learns how to cope with its problems of external survival in its environment and to manage and integrate its internal processes. The sum total of this learning, as a body of shared implicit assumptions that come to be taken for granted, can be thought of as the *culture* of that group."[19]

Power: "The ability to influence and control others while resisting their influence and control."[20]

Systematic (assessment): "The term 'systematic' refers to approaches that are well ordered, repeatable, and use data and information so learning is possible. In other words,

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[18] Donald Clark, "Organizational Climate," Glossary of Leadership Definitions, May 3, 2013, accessed March 13, 2015, http://www.nwlink.com/~donclark/leader/leaddef.html.

[19] Gary Clayton, "Organizational Culture," Practical Leadership, 2015, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary/.

[20] Gary Clayton, "Power," Practical Leadership, 2015, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary/.

approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity."[21]

Team: "A group in which the members have specific roles or functions to perform and have a limited life span of membership."[22]

Vision: "An image or concept of the future that forms the basis for your plans and actions and which inspires or motivates your followers. Since a goal is commonly defined as a specific desirable future state, measurable and time-targeted, your goals are formed around your vision and mission."[23]

Values: "Ideas about the worth or importance of things, concepts, and people."[24]

Limitations

This problem is not new. Many people and scholars wrote about leadership before the author did. Some writers are willing to rely on their personal experience; some of them depend on the understanding of theory. This research depends on both experience, and knowledge of writers and scholars. The intent is to present for the reader a synthesized analysis, which is going to be easier to understand.

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[21] Baldridge Glossary, "Systematic Assessment," 2015, accessed March 12, 2015, http://www.baldrige21.com/Baldrige_Glossary.html.

[22] Gary Clayton, "Team," Practical Leadership, 2015, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary Clayton.

[23] Gary Clayton, "Vision," Practical Leadership, 2015, accessed March 11, 2015, http://garybclayton.com/leadership/leadership-glossary Ibid.

[24] Donald Clark, "Values," Glossary of Leadership Definitions, May 3, 2013, accessed March 13, 2015, http://www.nwlink.com/~donclark/leader/leaddef.html.

However, the study has no direct research. The author did not put people together and run them through an experiment. Some information is taken from military doctrine of the United States of America, books, articles, and advice from contemporary scholars of the leadership field were the main sources of data. However, this is mitigated by the fact that the author is a Ukrainian Army major and has personal experience in leadership as a platoon leader, company commander, and cell chief. Therefore, despite the fact that this is largely information derived from reading material on the subject, the author reinforces it with his personal experience.

Delimitations

This study, written in 2015, examines and relies on current and past concepts and ideas. In order to have a foundation for the logical arguments in this study, there must be a certain framework. The idea of this study is to develop new and approachable guidance for leaders who seek help in preparing for a leadership assignment. The research is not going to look deeply into particular questions or concepts. The purpose is to develop a tool, which combines and consolidates different ideas and approaches, and has the intent of making better leaders and helping them develop an understanding of how things work.

This research has no limitations. All useful and practical ideas and concepts were used in order to produce a valuable summary of data. The information and summaries from this research are helpful for the full diversity of leadership positions.

Conclusion

In this chapter, the author introduces the problem statement and research question of the study. There is an abundance of data about how to become a better leader, and how

to succeed in the first leadership assignment, but the problem is that most of those sources are too complex for first time leaders. The primary research question seeks to find out the essence of the fundamental blocks of preparation, assessment, and action in order to succeed as the first time leader. The guidance and solutions the reader will find in this research are universal, have no cultural or environmental shadows. The idea is to serve a beginner in the leadership field, with a possible and necessary development in the future. In order to give an incentive for the reader, the author will share his own leadership model, which he developed while working on the study. The next chapter will establish the basic knowledge of readers on the leadership theory.

CHAPTER 2

LITERATURE REVIEW

> The first responsibility of a leader is to define reality. The last is to say thank you.
> In between, the leader is a servant.
> —Max DePree, quoted in Kevin Kruce, "100 Best Quotes on Leadership"

This chapter introduces the reader to the theoretical foundation of the study. In order to do so the study is going to acquaint you with the main players and best works in the field. Authors such as Timothy R. Clark, John P. Kotter, Steven Bennis, Warren Bennis, Betsy Myers, Matt Modungo, Tom Rath, Philip Crosby, and others, have contributed to contemporary leadership models. Each of those scholars will be asked for help at various points. In addition, such as *The First 90 Days* written by Michael Watkins,[25] and *The New Leaders 100-Day Action Plan* written by trio of George B. Brant, Jorge E. Pedraza, Jayme A. Check,[26] provide a great amount of information. Moreover, other tools and rules from scholars from all over the world will provide help in finding a solution for the problem statement.

The review is structured by topics, and thus books and authors are grouped by ideas and according to contribution to the particular topic. The review begins with the reminder of the primary and secondary research questions, to ensure clarity of the manner in which the literature review has been constructed. The reader will then be introduced to the major works in the field, and provided with reviews of some of the leading works in

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[25] Michael Watkins, *The First 90 Days* (Boston, MA: Harvard Business School, 2003).

[26] George B. Bradt, Jayme A. Check, and Jorge E. Pedraza, *The New Leader's 100-Day Action Plan* (Hobeken, NJ: John Wiley and Sons, 2009).

contemporary leadership theory about taking charge and taking the lead. Comprehensive summaries and brief evaluations help us to distinguish the three secondary research questions into the prepare, assess and act blocks. Therefore, the reader will be informed on what scholars have written about preparation, assessing, and acting.

This research was developed with the idea in mind that leadership skills develop through years of labor and experiments, but that the initial steps should be simple and right to the point. That is why the author provides the reader a synthesis of other works in the field. The study intends to solve the problem of the newborn leader or manager taking charge. Combined together, things like preparing properly, assessing correctly, and acting accordingly ensure the Effective Leadership in the Initial Period. This statement will be revisited later. Because this research is built around the primary and secondary research questions, a review of literature will follow.

What Fundamentals Should New Incoming Leaders be Aware of and Apply in Order to Become Effective during the Initial Period?

This chapter introduces the reader to five well-known books written by finest scholars in the field. The first important work is a book written by trio of authors named *The New Leader's 100-Day Action Plan.* This particular book was chosen as an example because of its popularity. This book has three authors who have worked together extensively at Prime Genesis, and have great experience in the field. George B. Brant[27] finished Harvard and Wharton and spent two decades in sales, marketing, and general management around the world. Currently, he is the managing director of Prime Genesis.

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[27] Bradt, Check, and Pedraza, 253.

His colleague Jayme A. Check[28] has enormous experience in executive roles and is a founder of Prime Genesis. The third contributor is Jorge E. Pedraza,[29] who is preparing future leaders as a professor at Williams College. Pedraza has his Ph.D. from Yale, and is one of the founders of Prime Genesis. *The New Leader's 100-Day Action Plan* delivers a tremendous amount of data intended to help new leaders with achieving a goal. The ADEPT[30] framework this book proposes as a solution for talent management flows through five sequential steps. They are Acquire, Develop, Encourage, Plan, and Transition. Each of the steps has several sub-steps.[31] This is a great tool, but it is not written for people who have no experience at all and who want to get a little more confident with a new assignment. This book is for those who have been around for a while, who understand leadership concepts, and have experience to rely on and compare with. This is not criticizing the book, but simply noting possible complications for inexperienced leaders.

The second well-known book is *The First 90 Days* by Michael Watkins,[32] which describes critical successful strategies for a new leader. Michael Watkins[33] is an associate professor of business administration at Harvard Business School, author of *Leadership*

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[28] Bradt, Check, and Pedraza, 253.

[29] Ibid.

[30] Ibid., 113-114.

[31] Ibid., 113-114.

[32] Watkins.

[33] Ibid., 253.

Transitions,[34] and coauthor of *Right from the Start.*[35]. In *The First 90 Days*, Watkins

states that there are four types of business situations, which new leaders must contend

with. They are: Startup, Turnaround, Realignment, and Sustaining Success. Watkin's

model, STaRS,[36] outlines the characteristics of each of these types and explains what

challenges and opportunities are associated with them. The author's vision on how to be

successful in first ninety days is secured through eleven steps. They are: Understanding

the fundamental principles, Prepare yourself, Accelerate your learning, Match your

strategy to the situation, Secure early wins, Achieve alignment, Build your team, Create

coalitions, Keep your balance, and Accelerate everyone.[37] This book aims to help leaders

recognize the key features of a particular situation. The author of this research finds this

book too complex for new leaders. The author of this book writes, "This book is your

road map for taking charge quickly and effectively during critical career transition

periods."[38] The last phrase indicates the purpose, which is to help in transition. The book

The First 90 Days is designed for the reader who is already introduced to the field of

leadership and who has some experience. For a first time leader and manager, it will be a

bit complicated to absorb the data from *The First 90 Days*.

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[34] IMD, "Faculty Vitae: Professor Michael D. Watkins," accessed May 12, 2015, http://www.imd.org/about/facultystaff/watkins.cfm.

[35] Ibid.

[36] Watkins, 61-62.

[37] Ibid., 1-15.

[38] Ibid., 1.

Another interesting approach to the first 90-100 days is *Sigma Six-The First 90 Days*[39] by Stephen A. Zinkgraf.[40] The Sigma Six model is about more than just making money; it is a methodology for pursuing improvements in business performance. In his book, Dr. Zinkgraf used the fine work of Harvard professor John P. Kotter, *Leading Change,*[41] to deploy the architecture of Six Sigma. Dr. Zinkgraf uses Kotter's eight-step process of leading a change in an organization to explain how Six Sigma works. Those steps are: Establishing the sense of urgency; Creating a guiding coalition; Creating a vision and strategy; Communicating the change vision; Empowering broad-based change; Generating short term wins; Consolidating gains and producing more change, and Anchoring new approaches in the culture. The main parts of the book are Pre-Launch, the First 90 Days, and Post Launch. Dr. Zinkgraf's book explains how to solve complex problems. This book is written for experienced leaders and managers who are seeking to rush changes into an organization. In addition, the approach used in this particular book places more stress on improving business models than on solving leadership problems.

Betsy Myers's book, *Take the Lead,*[42] is one of the great books in the field. Myers[43] book *Take the Lead* delivers seven core principles[44] that will enable us to be

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[39] Stephan A. Zinkgraf, *Sigma Six-The First 90 Days.* Crawfordsville, IN: Donneley & Sons, 2006.

[40] Zinkgraf holds a Ph.D. in applied statistics from Texas A&M University. He is also the owner of Sigma Breakthrough Technologies and served as its chief executive officer. Dr. Zinkgraf has over fifty publications including books, book chapters, and technical articles in revered journals.

[41] John P. Kotter, *Leading Change* (Boston, MA: Harvard Business School Press , 1996).

[42] Betsy Myers, *Take the Lead* (New York: Simon and Schuster, Inc., 2011).

more productive, engaged, and successful. Myers developed a new leadership model,[45] which associates itself with two main ideas: the first is having the right questions; and the second is having power to make people around you feel important. What is outstanding with this book is that Myers uses personal stories and experience to assist in showing the reader challenges and opportunities everyone might encounter on own leadership journey. Warren Bennis, one of the pioneers of the contemporary field of Leadership Studies, evaluates *Take the Lead* as a highly profitable book.[46] According to Bennis, this book demonstrates the DNA of leadership is relationship-based collaboration.[47] This research study refers to *Take the Lead* frequently in later chapters.

Another great work in the field is *Take Charge*,[48] written by Greg Bustin.[49] *Take Charge* claims to be a strategic management book that delivers guidance and encompasses all of the universal principles of dealing with taking charge and

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[43] Betsy Myers is a founding director of the Center for Women in Business at Bentley University. She served as senior adviser to Barack Obama's 2007-2008 presidential campaign, and chaired the Women for Obama administration. Before joining the Obama campaign, she was executive director of Harvard's Center for Public Leadership.

[44] Myers, 1-15.

[45] Ibid., 11-12.

[46] Ibid., 219-222.

[47] Ibid.

[48] Greg Bustin, *Take Charge* (Dallas, TX: Tapestry Press, 2004).

[49] Greg Bustin has dedicated a career to working with chief executive officers and the leadership teams of hundreds of companies in a range of industries. He is the author of four leadership books. He was published in *The Wall Street Journal*, *Barron's, Financial Executive,* and *The Dallas Morning News* and in numerous national industry publications.

implementing change. In his book, Bustin preaches about the inevitable nature of change and about the opportunities connected with it. The book claims to deliver information about when and how to act in order to take advantage of taking charge. It helps the reader to deal with problems regardless of their nature, whether a new challenge, or old issues. This thesis uses information brought by Bustin but simplifies it to the level of a beginner in the leadership world.

As you can see, the overall idea of writing for new leaders is not new at all, and, the problem is not new, but universal. Each of books mentioned has a particular inclination. Most of them have a business approach, some of them focus on public leadership, and a few of them are for law enforcement and military organizations. However, what unites all these books and articles is the complexity of the problem. Leadership is a complicated field of study. Still, it is hard to find materiel for real newbies, those who do not need to know all the concepts, models, steps, phases, and implications. That is why this research intends to develop the simplest possible solution for tomorrow's new leaders. The next section will introduce you to the answers from the scholars on the secondary research questions about the preparation, assessing, and acting stages.

<div align="center">

What Kind of Preparation Should be Taken
to Ensure Effectiveness?

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Preparation is a necessary part of any process or activity. Either as self-preparation or as preparation in a course, it is reflected in everything people do. Just think about it for a second. You go to school, work, or the playground, yet before any of those you should conduct some sort of preparation, every time. You can prepare ahead by

forecasting the future, by carrying an umbrella on a cloudy day, or prepare instantly, by wearing a waterproofed jacket if it is raining outside. A thorough preparation delivers 35 percent success, though the other 65 percent belongs to circumstances and other people.

John Maxwell, an American author, speaker, and pastor, has a very interesting argument in his article "Which comes First? Position or Preparation?"[50] When somebody asks him what he does for a living, he responds that he writes books about leadership; the person who asked usually replies, "When I became a leader, I read your book."[51] However, Maxwell claims that you might become a leader by reading his books.[52] He also argues that leaders are developed in action, through years of hard work, failures, and successes. Nevertheless, before you step into that field you should prepare yourself. You should know and learn the skills and better set yourself for the future by adopting the right mindset. Maxwell's conclusion is "You have to learn to lead before you have a leadership position."[53]

A similar idea exists in the book, *The Art of Being an Executive*,[54] from Louis B. Lundborg. Mr. Lundborg states that the first thing you must do to prepare yourself for managing and leading is to learn to manage yourself. He discusses topics like how to set

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[50] John C. Maxwell, "Which Comes First? Position or Preparation?" February 7, 2011, accessed April 1, 2015, http://johnmaxwellonleadership.com/2011/02/07/which-comes-first-position-or-preparation/.

[51] Ibid.

[52] Ibid.

[53] Ibid.

[54] Louis B. Lundborg, *The Art of Being Executive* (New York: Macmillan Publishing Co., 1981).

priorities, choose the right objectives, how to manage time, and how do you separate

family and job. Equally important, he claims that the key is in prioritization. "Once you

know what your priorities are, it is easy to sort out demands on your time and energy."[55]

One interpretation could be—priorities help organize your preparation. Lundborg defines

three categories of priorities. Top priorities are those which lead to your goals; medium

priorities are matters that are important but not for the current goal; and bottom priorities

are basic hindrances that you have to be prepared to deal with it. Preparation in this book

is taking the time to consider and value things that matter.

Keith R. Wyche[56] in his article "Preparation: the Key to Great Leadership"[57]

explicitly recognizes preparation as a step. Mr. Wyche states that all successful leaders

carry on the principle of being prepared throughout their careers. Mr. Wyche is

distinguishes six different Be Prepared To. Be Prepared by knowing your audience,

includes knowing your bosses, subordinates, peers, customers, and partners. Be Prepared

by knowing your information, because knowledge gives confidence in the field you work

in. Be Prepared by having your own day planned in advance, teaches that preparing the

evening before mentally prepares for expectations of the next day. Be Prepared by

rehearsing, and rehearsing, then rehearsing some more, speaks for itself. Be Prepared to

never stop learning, explains the value of constant education. Being Prepared emotionally

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[55] Lundborg, 13.

[56] Mr. Keith R. Wyche served as the president of ACME at SUPERVALU Inc. since April 2012. Mr. Wyche served as the chief executive officer of Cub Foods. He served as the president, U.S. Operations of Pitney Bowes Management Services, Inc.

[57] Keith R. Wyche, "Preparation: the Key to Great Leadership," *Leader to Leader* (Fall 2008): 11-14, accessed April 5, 2015, http:globaldialoguecenter.com/conf_center/ JUNE5live/6-PreparationKeyToGreatLeadership.pdf.

and mentally, as well as physically, highlights necessity of feeling great emotionally and physically.[58]

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What Kind of Assessment Should be Conducted
to Ensure Effectiveness?

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Assessment is one of the most important issues in leadership. Leaders assess their organizations in different ways. Some examples are assessment of the current situation, assessment of the employees, assessment of guidance from superiors, and self-assessment. The important part of the assessment is the ability to find a gap between current and desired conditions. Ray A. Killian in "The Practice of Leadership,"[59] makes an interesting comparison. He says that when a ship is crossing the ocean it has a particular destination. However, things like speed, course, and progress should be assessed throughout the whole crossing to make sure it reaches the desired point at the desired time.[60] The same thing is happening with new leaders and their organizations. Everyone needs a course, timeline, and oversight.

In *Three Keys to Development,*[61] Henry Browning and Ellen Van Velsor said that assessment is one of the three key elements that drive leadership development. They define assessment as information, presented formally or informally, that explains your current position, what your strengths are, what the priority list is, and what your current

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[58] Wyche, 11-14.

[59] Ray A. Killian, "The Practice of Leadership," in William K. Fallon, *Leadership on the Job* (New York: AMACOM, 1981), 13.

[60] Ibid., 24.

[61] Henry Browning and Ellen Van Velsor, *Three Keys to Development* (Greensboro, NC: Centre for Creative Leadership, 2001).

effectiveness is.[62] The authors suggest when you plan your assessment to keep three guidelines in mind. They are: Assess yourself and your situation; Use formal and informal techniques; and Balance self-assessment with data from other sources.[63] In Assessing Yourself, Browning, and Van Velsor suggest collecting data on your job performance, your current strengths, and needs, and how you should or should not rely on your experience. In Your Situation, the authors want you to collect the best possible information on the situation with your job, desired solutions, and points of success, and what is the culture and climate of your workplace. The best solution is to use all available sources of information such as climate and culture surveys, and especially talking with colleagues and subordinates.[64]

In order to develop the assessment plan, commanders and staffs go through a six-step process, which also helps to develop initial assessment. Those are: Gather tools and assessments data; Understand current and desired conditions; Develop an assessment framework; Develop a collection plan; assigning responsibilities for collection of the information; and Identify feedback mechanisms.[65] The U.S. Army describes two assessments explicitly. Field Manual 6-0, *Commander and Staff Organization and Operations*, defines assessment as "determination of the progress toward accomplishing a

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[62] Browning and Velsor, 53-58.

[63] Ibid.

[64] Ibid., 59-60.

[65] Headquarters, Department of the Army, Field Manual 6-0, *Commander and Staff Organiozation and Operations* (Washington, DC: Government Printing Office, 2014), 15-1.

task, creating a condition, or achieving an objective."[66] Assessment in the U.S. Army is the continuous process of assessing current events. In general, assessment consists of: Monitoring the current situation to collect relevant information; Evaluating progress toward attaining end state conditions; Achieving objectives and performing tasks; and Recommending or directing action for improvement.

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What Kind of Actions Should be Taken
to Ensure Effectiveness?

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When you become a leader you assume responsibility to lead your men, you have to provide guidance and oversight for your organization. During the Act phase, you provide this by implementing your developed plan. As mentioned before, leadership is about experiments. You should always be ready to change a plan that does not show results. In the book *The Leadership Code*[67] the trio of authors, Dave Ulrich, Norm Smallwood, and Kate Sweetman put it another way: in order to make things happen, you have to be an executer. You have to keep the following pattern: make changes happen; follow your decision protocol; ensure accountability; build teams; and ensure technical proficiency in order to be successful with your business. In addition, the authors argue that knowing your goal and heading to it are not the same things. Your ability to execute is what turns your thoughts into action, your desires into results, and transforms an unknown future into a forecasted reality.[68] In addition, this book highlights the

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[66] Headquarters, Department of the Army, Field Manual 6-0, 15-2.

[67] Dave Ulrich, Norm Smallwood, and Kate Sweetman, *The Leadership Code* (Boston,MA: Harvard Businesss School Publishing, 2008).

[68] Ibid., 45-55.

importance of small wins. It suggests that after every small achievement a leader should highlight the achievement, connecting it to the overall goal.

Another well-known scholar, Mr. Clark, in his book *Epic Change*[69] suggests implementing with an aim of early results. Every large-scale achievement consists of early results. According to Mr. Clark, early results deliver benefits as they give people confidence that the vision (goal) is approachable by hammering it with small steps and anchoring results.[70]

Sue Edwards[71] in her article "Top Ten Success Factors and Seven Deadly Sins"[72] shares her perspectives on factors of success in the first ninety days. This article implicitly contains many prepared and assessed actions. Her findings are based on her personal experience and interviews with executives, leaders, leadership coaches, and recruiters. Ms. Edwards lists ten things you do if you want to thrive as a leader in transition. Listen, Observe, and Ask Questions, which is easy to write and many people understand but only small percent do it. Build Relationship, is based on understanding and consensus with your boss and peers. Next, Respect Existing Culture, stands for respect for the history and traditions of organization: you should change it, but do so

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[69]Timothy R. Clark, *Epic Change* (San Francisco, CA: Jossey-Bass A Wiley Imprint, 2008).

[70] Ibid., 171-175.

[71] Sue Edwards is an associate professor of educational ministries and leadership, She is the author of *Leading Women Who Wound, Mixed Ministry, New Doors in Ministry to Women* and *Women's Retreats: A Creative Planning Guide* and the *Discovery Series*, which includes the following books: *First Peter: Discovering Encouragement in Troubling Times, Proverbs, Ancient Wisdom for a Postmodern world, Volume 1 & 2.*

[72] Sue Edwards, "Top 10 Success Factors," Clearing the 90-day Hurdle, 2008, accessed April 7, 2015, http://www.clearingthe90dayhurdle.com/top10-report.shtml.

gradually to ensure support from the inhabitants. Be Visible/Approach Others, explains the importance of connection with your subordinates. Get Clarity on Expectations, develop a concise statement of what your boss expects from you and what you expect from your subordinates. Be Your Authentic Self; Establish Who You Are, is a tough one; describing expectations of yourself by others. People want to be guided by ethically strong leaders. Ask for Help; Establish Support System, explains the value of support from family, peers, and boss. Also provide insights on being morally capable of accepting the absence of knowledge about something, and courage to ask for explanation. Make Early Decisions on Small, Quick Fixes, stands for making small goals, accomplishing and securing them. Show to your team that a big goal contains small objectives, fix them gradually, and do not disrupt the system. Assess and Build Your Team, reminds you that your success directly aligned with team's success. Be a leader who takes responsibility for decisions. Praise your subordinates for commitment. Finally, but importantly, Build the Vision; Establish the Plan Collaboratively reinforces the value of having the vision (strategy) and passing it onto your team, a leader ensures collaboration and involvement of the team members.[73]

Summary

The main research question intends to identify the fundamentals, which every new incoming leader must apply in order to become effective during the initial period of leadership. For this reason, the author developed the secondary research questions that support and simplify the main research question. After a thorough analysis of all

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[73] Edwards.

available literature, this study separates and summarizes the whole process of establishing yourself as a new leader into three blocks. They are Preparation, Assessment, and Acting. This chapter explained to the reader what other authors teach about these blocks. The intent was to give a basic understanding of different approaches to the problem.

In the next chapter, the reader will be introduced to methods and techniques applied to solve the problem. In addition, it provides the explanation of how the author synthesized results to the research questions that this study aims to answer.

CHAPTER 3

METHODOLOGY

A leader is a dealer in hope.

—Napoleon Bonaparte, quoted in Kevin
Kruse "100 Best Quotes on Leadership"

The problem of a new leader's action plan is not new, and many people have written it. Some writers rely on their personal experience; some depend on understanding leadership theory. This thesis is based on the author's experience and on the knowledge of great writers and scholars. There was no direct research to prove the solution of the problem. Mitigating that shortfall is the author's experience. Furthermore, in the fifth chapter, the reader will be introduced to the author's leadership model, and a short narrative, which serves as a case study to improve understanding of the model.

Answering the research question and sub-questions requires a particular order. In this chapter, the reader will find what methods other authors use to explain specific periods in the development of leaders during the first 90-100 days since promotion. This research also recognizes the problems, which will be met by leaders during the initial phase of developing their leadership skills. Some readers might think they are leaders because of the natural instincts of the leader. This study does not accept this thought. The author thinks that being a leader requires hard work and determination. As a result, "Leadership and learning are indispensable to each other."[74] This research aims to become a tool that helps you to master your leadership from very beginning.

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[74] John F. Kennedy quoted in Kruse, Kevin, "100 Best Quotes On Leadership, October 16, 2012, accessed April 4, 2015, http://www.forbes.com/sites/kevinkruse/2012/10/16/quotes-on-leadership/.

The author developed secondary questions in order to answer the primary research question. The secondary questions seek to discover the proper preparation, correct assessment, and appropriate action to be successful. For this reason, the study compares and contrasts two books. These books are *The First 90 Days* from Michael Watkins[75] and *The New Leaders 100 Day Action Plan* from the trio of George B. Bradt, Jayme A. Check, and Jorge E. Pedraza. In each case, this chapter will examine the parts of *The First 90 Days,*[76]and *The New Leader 100-Day Action Plan*[77] that are relevant to the specific secondary research question of the study.

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What Methods Authors in the Field Use
to Describe Preparation
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The article "Which comes First? Position or Preparation?"[78] written by John C. Maxwell,[79] reinforces the idea of preparation before positioning yourself as a leader or manager. This preparation begins in school, army, college, or a previous job. It starts inside your head and grows into skills and experience. This study will use T*he First 90 Days,*[80] and *The New Leader 100-Days Action Plan*[81] to examine the basics of

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[75] Watkins.

[76] Ibid.

[77] Bradt, Check, and Pedraza.

[78] Maxwell.

[79] John C. Maxwell is an internationally recognized leadership expert, speaker, and author who has sold over sixteen million books. Dr. Maxwell is the founder of EQUIP and INJOY Stewardship Services.

[80] Watkins.

[81] Bradt, Check, and Pedraza.

preparation and to synthesize the approach into a preparation step. Many authors implicitly recognize a preparation step, and others say it outright.

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What Kind of Preparation Should be Taken
to Ensure Effectiveness?

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The book *The First 90 Days* discusses preparation in five steps, which comprise setting yourself up for success. Those steps are: Promoting yourself; Accelerate your learning; Match strategy to situation; Secure early wins; and Negotiate success. Promoting Yourself, delivers general information about promotion; how to prepare for a new job, and how to evaluate your personal strengths and weaknesses. Acceleration of Learning, teaches how to plan your learning process. The next chapter, Match Strategy to Situation, informs us about strategy building and preparation process. The chapter Secure Early Wins, teaches how to prepare actions and how to implement your vision to the subordinates. Eventually, chapter 5, Negotiate Success, shows the best way of preparation for developing a business relationship with your boss. This is how Mr. Watkins addresses preparation activities in his book.[82]

The New Leader's 100-Day Action Plan authors[83] express the preparation phase in a somewhat different and detailed way. They wrote in six chapters "everything" the new leader should know about creating a personal leadership role and taking control of your own start.[84] "The Map and Avoid the Most Common Land Mines"[85] chapter

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[82] Watkins.

[83] Bradt, Check, and Pedraza.

[84] Author's summary of the introduction section of the book *The New Leader's 100-Day Action Plan.*

explains the top seven onboard land mines which are basically most common mistakes

made by leaders in the past, and gives you advice on how to prepare and avoid them. "Do

Your Due Diligence on the Organization, Role, and Fit"[86] chapter provides information

on how to uncover risks and gather necessary information about the organization. "Act

Differently If You Are Promoted from Within"[87] chapter explains how you should

prepare if you are promoted form within the organization. "Embrace the Fuzzy Front End

and Make It Work for You before You Start"[88] chapter teaches how to manage time, how

to address your stakeholders, and various chart, tools, and tables which can help you with

that. The "Drive Action with Ongoing Communication Campaign"[89] chapter describes

how to prepare messages and media plans, how to deliver information, and how to secure

it. All these chapters explain information about preparation, and help the reader to

understand the methods and tools the authors used in the book.

<u>What Kind of Assessment Should be Conducted
to Ensure Effectiveness?</u>

Assessment is the milestone of leadership as a whole. That is why all authors

explicitly or implicitly include this in their approaches. This research will not dive too

deep into it for the sake of simplicity and conciseness. This section will introduce an

analysis of how other scholars treat this issue. The key conclusion is that there are two

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[85] Bradt, Check, and Pedraza, 25-35.

[86] Ibid., 35-47.

[87] Ibid., 47-60.

[88] Ibid., 65-93.

[89] Ibid., 103-119.

kinds of assessment. The first is initial assessment in order to define and understand an

organizational culture, and the second is the systematic assessment, which follows the

leader and the process through the entire ninety days.

Mr. Watkins, in *The First 90 Days*,[90] describes assessment in two chapters,

Achieve Alignment, and Build Your Team. He does not have a fine line between initial

and ongoing assessment, but has included both together. In the "Achieve Alignment"

chapter, Mr. Watkins talks about the necessity of focusing on analyzing the architecture

of your organization. The method he uses is to assess alignment among strategy,

structure, systems, skills, and culture.[91] When he talks about strategy, it implies "the core

approach the organization will use to accomplish its goals."[92] When discussing structure,

Watkins tells us this is about "how people are suited in units and how their work is

coordinated."[93] System stands for "the processes used to add value."[94] The skills portion

is about the "capabilities of the various groups of people in the organization."[95] Finally,

the culture describes "values, norms, and assumptions that shape the environment."[96] The

method used by Mr. Watkins is interesting because it stresses the idea of assessing not

just separate spheres but also the way they align and communicate as a whole. Mr.

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[90] Watkins, ch. 6, ch. 7.

[91] Ibid., 131-132.

[92] Ibid., ch. 6, ch. 7.

[93] Ibid.

[94] Ibid.

[95] Ibid.

[96] Ibid., 137-141.

Watkins also highlights that you will likely not be able to do this immediately but it should be included in your 90-day plan. In the Build the Team chapter, Mr. Watkins presents his way of evaluating personalities, teams, and possible solutions in reconstructions of the existing systems. Watkins evaluates subordinate personalities based on six criteria.[97] Those are: Competence, Judgement, Energy, Focus, Relationship, and Trust. Later in the chapter, Mr. Watkins suggests how to restructure your team. Based on the data you as leader gained during the previous assessment sessions, you should assign your team members to one of the following groups: Keep in place; Keep and develop; Move to another position; Observe for a while; Replace(low priority); and Replace(high priority).[98] In addition, Mr. Watkins proposes to align goals, incentives, and measures in order to increase efficiency of the organization.[99]

In *The New Leader's 100-Day Action Plan,*[100] the trio of authors implicitly show two assessments. They developed their own approach to assessment, which they usually call evaluation or analysis. The related information is spread throughout the book and has no separate chapter devoted to it. For example in chapter four, chart 4.1[101] highlights the potential sources of information in order to uncover risks. Those sources are customers, collaborators, capabilities, competitors, and conditions. In chapter 7, named Decide How to Engage the New Culture, the reader finds information about new culture and the best

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[97] Watkins, 163.

[98] Ibid., 170-171.

[99] Ibid., 172-173.

[100] Bradt, Check, and Pedraza.

[101] Ibid., 40.

way to understand, analyze, and engage it. Elsewhere the book presents the situational

assessment tool, which is based on the 5Cs:[102] Customers, Collaborators, Capabilities,

Competitors, and Conditions. Finally, the book contains a SWOT[103] (internal Strengths

and Weaknesses versus external Opportunities and Threats) analysis, which intends to

serve as a summary of all assessed data. Thus, the authors do not make Assess a specific

step, but it is implicit across their approach.

<center>

What Kind of Actions Should be Taken
to Ensure Effectiveness?

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Act accordingly means to act according to your preparation and assessment; in

addition, you act according to how a leader supposed to act. Disciplined, confident,

mentally and physically fit for your role as a leader, you control and develop the first

impression on the organization. Moreover, you are tactful and energized, you are eager to

listen and communicate with your subordinates. You know your plan; you are armed with

your vision, you are here to make changes. All authors used in this research explicitly

recognize this phase.

Mr. Watkins does not have particular chapters or parts of his that book referred to

actions. It is embedded all over the book.[104] Mr. Watkin states that there is no universal

rule that can fix your transition in one moment. As a leader, you need to act according to

challenges and opportunities. You as a leader are responsible for you own credibility,

from the first day to the last. You must initiate momentum and induce persuasive sense

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[102] Bradt, Check, and Pedraza, 197-198.

[103] Ibid., 201-202.

[104] Watkins.

that success is a matter of time, which shows results to those who work systematically

with commitment. In addition, in order to support your bright future you should build an

appropriate relationship with your boss. Sit and talk to him about his demands,

perspectives, and point of view. Make sure your organization knows your strategy and

your vision. Ensure it is clear and feasible. Build and develop your team, cell, or group.

Identify the ballast in terms of people who keep your organization from having positive

results. Create coalitions with your boss and with your peers, both external and internal.

Keep your balance. Make sure that transition and tension related to it do not influence

your clear judgment. "The right advice and counseling network is an indispensable

resource."[105] In summary, the reader can see how the book supports Act as a step.

In *The New Leaders 100 Day Action Plan*,[106] the authors devoted the entire third

part of the book to the action plan. The method they use in the book is to separate

activities into periods of thirty, forty-five, sixty, and seventy days. In the first thirty days,

they suggest starting with the burning imperative. The burning imperative is shared

understanding of all the team of the necessity of an action, which is supposed to be taken.

In addition, it gives an interesting characterization of the leader's goals, which should be

SMART:[107] Specific, Measurable, Achievable, Realistic, and Time bound. Another cue is

to stick with the initial plan. If you run into problems, do not hesitate to schedule a

meeting and find out what your subordinates think. You as a leader should look for a

consensus. Make your people believe in your mission, vision, objectives, and strategies.

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[105] Watkins, 219.

[106] Bradt, Check, and Pedraza.

[107] Ibid., 139.

Small win helps to gain commitment and compliance. By day forty-five, you should be ready to exploit milestones in order to drive performance of the team, which tells the reader that milestones are checkpoints on the path of achieving goals and objectives.[108] Chapter 11 describes how to use and take advantage of this method. As a summary and implications of the Milestones method authors describe: (1) Get milestones in place (thing to do first); (2) Track them and manage them as a team (teambuilding fundamentals); (3) Share wins, learning, and areas for help in the first half of the meetings; (4) Prioritize items; and (5) Work items in priority order in the second half of the meetings.[109] By day sixty, you as a leader and your organization should develop confidence as a team. By day seventy, you should already figure out who are your ADEPT[110] people and make sure they have your support. ADEPT stands for Acquire, Develop, Encourage, Plan, and Transition. The ADEPT method helps you to analyze available human resources and recognize valuable people. In addition, the last things to do are being ready for changes, and expect to have them with people, plans, and practices. The book describes that some people cannot endure the pressure of the changes. Therefore, you adjust to these changes and surprises. The reader should have no doubts that this book recognizes Act as a primary step. However, this method is applicable but complicated, needing many efforts for implementing.

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[108] Bradt, Check, and Pedraza, 148.

[109] Ibid., 153-154.

[110] Ibid., 113-114.

Development of the Research

This research tries to develop an understanding, which is going to be helpful for a new leader in any kind of organization. It has fewer steps than other methods. It distinguishes three fundamental blocks, which should make it clearer, and thus easier to understand and apply, particularly for a new leader. Despite the fact that it has fewer steps, it will still meet the purpose achieving effective leadership in the initial period.

In order to come up with the PAA model, which the reader will be introduced to in the fifth chapter, the author of this research read different perspectives on the problem. Over twenty articles and twenty-five books from leading scholars were read and digested.

In addition, the author has personal leadership experience. He was a senior cadet in the academy, then was a leader of two different platoons, a company commander, and has been a cell chief on a brigade staff. Moreover, the author has been deployed as an operations cell chief, as S3 for the Ukrainian contingent in Kosovo.

The strength of the author's method and model lies in two things. First, the author researched different aspects of the problem and took into consideration the other methods used in the field. Second, the author's experience gives him an understanding of being a new leader in the new organization. The weakness of this research is that direct study was not conducted due to time constrains.

Summary

In this chapter, the author introduced the methods that have been used by other scholars in the field. This chapter explained how other authors explicitly or implicitly feature preparation, assessment, and action. Next, the research process was discussed. Finally, the author explained the strengths and weaknesses of the study. The result of this

chapter is development of the reader's understanding of how the author synthesized

information from the field. In the next chapter, the author will deliberately explain his

solution to the problem statement and the answers to the primary and secondary research

questions.

CHAPTER 4

ANALYSIS

As the author alluded to previously, this research is the result of extensive reading and research in the leadership theory, particularly into the processes which a new leader or manager encounters as he faces the organization he or she should lead and govern. In addition, the author found interesting similarities that different scholars have in approaching the problem of a newborn leader. All of them explicitly or implicitly recognize the fact of three main phases in achieving results as a new leader. Those phases are preparation, assessment, and acting. Each of the scholars has a different approach to delivering the solution, but there are some universal rules and methods. This research aimed to uncover those universal rules and methods. This chapter is going to follow the pattern of answering research questions, and identifying effective methods. Nevertheless, much of what you need to know as a new leader is here. The author does not consider himself an exceptional leader, but he does regret that when he was facing the problem of leading a new organization, he did not have guidance like this, which can orient, advise, and refer you to more specific sources if needed. The first secondary question of the research is, what kind of preparation should be taken to ensure effectiveness?

What Kind of Preparation Should be Taken
to Ensure Effectiveness?

Preparation is a useful step of every process. Everyone conducts preparation all the time. The essence of being ready takes its roots in preparation. If you are prepared, it means you are armed, and can forecast any issue that is coming. Depending on what you are preparing for, you might go through different internal preparation processes. Leader

development starts well before your first assignment or managerial position. It starts probably somewhere in middle school, with the way you put up with your peers, and your reactions to your teachers' and parents' feedback and comments. In preparation for a new leadership position, the author is distinguishing two main processes in order to become Prepared. These are: Self-preparation, and Preparation of the organization. In order to create a product, which is easy to comprehend, the following paragraphs are constructed in a special way. Firstly, the author will introduce you to one of three sub-phases of preparation and then will give you a description about steps in that particular sub-phase.

Self-preparation

In the self-preparation part of the preparation phase, the key word is Self. You and only you as a future leader are responsible for your own self-development. Everything you read, write, or hear can have one of two effects on you. It either helps in developing you or ruins you as an individual. The ability to prepare yourself defines you as a leader. The author defines three steps of self-preparation. These steps are Self-awareness, Self-education, and Managing time. Those three are crucial not just for your initial success as a new leader, but also for your future development.

Self-awareness

"You are really five people in one: (1) who you think you are; (2) who your subordinates think you are; (3) who your peers think you are; and (4) who your bosses think you are. And then there is the last one, (5) the indefinable notion of who you really

are."[111] Moreover, how others see you are usually derives from how you see yourself. General Smith and General Foley in their book *Rules and Tools for Leaders,* call this difference a "perception gap." [112] It takes time to learn how to separate what is real from what is not, and how to recognize the appropriate feedback and how to address the most needed issue.

In order to become self-aware, the study suggests the following advice. First, use the "five in one pattern"[113] referred to above. Reflect on who you think you are. Then ask your peers who they think you are, but make it right. Fill the answer portion of the table which author developed for this matter, which is found in Appendix B, then reflect on the answers and note your thoughts in the reflection section of the table.[114] Make sure you conduct questioning form the table with at least five people before making any conclusions. Next, you conduct the same questioning with your boss, teachers, instructors in order to find out who they think you are. Using the same table, ask five of them. When you have it completed, sit by yourself, and reflect on the data you have. There is no need for embarrassment; it is time for changes, time for making improvements, and mitigating the risk of making the same mistakes over again.

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[111] Perry M. Smith and Jeffrey W. Foley, *Rules and Tools for Leaders* (London: Penguin Books, 2013), 3-4.

[112] Ibid.

[113] Ibid.

[114] See table in Appendix B.

Self-education

Start your self-education today. Start from the analysis that you conducted in the self-awareness step. If you did it as prescribed, you can identify patterns in it. You should definitely have received some good advice from your peers and superiors. For instance, you identified that you have problem with communication and egoistic behavior. That is exactly the point to start your self-education. The possibilities for self-education today are almost without limits. The reader probably heard that Google knows, and you can find lots of free materiel online. If you cannot find what you need, use the closest library, no answer in the library, go back to internet, you can buy a used book for one cent and paying just for delivery. The author's approach to self-education is find a problem—find a source with solution—fix it. One thing to add is to not rely on just one source; use at least two; three is even better.

Managing Time

When it comes to managing time, not many people can state that they know how to do it. There is never enough time for finishing a project, to see friends, to spend quality time with your family, and so on. When it comes to leaders and managers, it gets even tougher. As a new leader, you are under the microscope, because everybody expects you to set the tone for the office, unit, organization, and team. You, as a new leader, establish timelines and timeframes. Moreover, if the leader cannot manage personal time properly, it will have consequences for the entire organization, regardless of how many members it has, five or 500. You as a leader should start developing a new hobby of time management. It is hard to learn a new habit. James Clear, in his article "How Long Does

It Usually Takes to Create a Habit?"[115] proves, by relying on science research, that to develop a habit takes sixty-six days on average.[116] However, after a little more than two months of developing a habit you will profit from it for decades. Start building your time management habit from these four rules, based on the article "5 Time Management Techniques Worth Using"[117] of Dan S. Kennedy. First, you should learn to use lists, such as My schedule, List-to-do, People-to-call, Meeting plan. Organize your life and develop your own systems of lists. Second, block out your personal time (yes, even leaders have personal time). Ensure your time for family, fitness, reflection, thinking, and planning. Third, avoid setting many meetings every day. In the author's experience, two meetings a week work great: one to delegate and issue orders and recommendations, and another to receive reports and complaints. Fourth, learn to designate priorities. The author likes the way Lee Polevoi put it in his article "7 Tips for Effective Time Management,"[118] where Mr. Polevoi uses four categories of priority. They are: (1) important and urgent; (2) important but not urgent; (3) urgent but not important; and (4) not urgent and not important. Now the reader has needed tools to manage his time, there is only one thing

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[115] James Clear, "How Long Does It Actually Take to Form a New Habit?" *The Huffington Post*, October 4, 2010, accessed April 17, 2015, http://www.huffingtonpost.com/james-clear/forming-new-habits_b_5104807.html.

[116] Ibid.

[117] Dan S. Kennedy, "5 Time Management Techniques Worth Using," *Entrepreneur*, November 8, 2008, accessed April 16, 2015, http://www.entrepreneur.com/article/229772.

[118] Lee Polevoi, "7 Tips for Effective Time Management," Intuit Quick Books, November 23, 2013, accessed April 10, 2015, http://quickbooks.intuit.com/r/employees/7-tips-for-effective-time-management/.

left to do, and it is to develop a habit. Be consistent and determined in all your beginnings.

Preparation of the Organization

Contacting your Boss and Gaining
Data about Future Assignment

After analyzing many of the articles on how to deal with your boss, what to ask him at first meeting, and how to manage your boss, the author defines three main things to ask your boss prior to arriving: (1) What are the current processes in the organization and what is his or her current goal; (2) If there is anything specific that your boss wants to tell you about your future position, and what happened with previous leader; and (3) What the boss advises for you, in order to better prepare yourself for the position? The author also understands that there are situations when it is impossible to contact your future boss. Then you should switch to plan B, which is try to dig for data yourself. Usually every organization has an official web site, Facebook page, and Twitter posts. Therefore, the reader can find out a lot of useful information without going out of the house. The information you can gain is what kind of organization it is, who is the current boss, what are the goal and slogan of the company, and what recent activity was conducted. This should be enough for you to know before engaging with the organization.

Prepare for the First Day

Rather than considering what a new leader should do on the first day, avoid the common mistakes leaders make on the first day. A new leader encounters hundreds of questions on the first day. A positive item to have ready is your narrative; your story for

your boss, peers, and subordinates. The author's suggestion is to get together your team or cell and make a group introduction. Be concise and follow the Don't Do list. The Don't Do list on the first day is largely based on the recommendations from the book *The New Leader's 100-Day Action Plan*.[119] Eleven things you should not do on the first day as a new leader: (1) Do not leave to look for apartment or home; (2) Do not be late; (3) Don't try to be a funny person; (4) Don't spend too much time on the phone; (5) Don't dress inappropriately; (6) Don't decorate your office or a table; (7) Don't share your judgement on the first day; (8) Don't schedule a doctor's appointment; (9) Don't tell too much information about your personal life; (10) Don't panic and try to look confident; (11) Don't lie. The author believes that if you avoid all these you have already hit the mark. Prepare a separate introduction for the boss. You should present your best qualities in the most modest way possible and do not ask your boss personal questions on the first day. Another thing to stay away from on the first day is issuing orders and giving guidance to subordinates.

Conclusion

Preparation is the foundation for effective leadership. If you are prepared, it means you are armed and can forecast certain issues when they are coming. Depending on what are you preparing for, you might go through different internal preparation processes. Leader development starts well before your first assignment or managerial position. In order to answer a question, what kind of preparation should be taken to ensure effectiveness?, the author distinguished three main processes in order to become

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[119] Bradt, Check, and Pedraza, 119-130.

Prepared. For the reader, this research described guidance on how to be Self-prepared and what is the best way to do so. Then, the author explained where and how to gain needed data about a future job. The reader also knows what to ask the boss prior to engagement if it is possible. In addition, the reader now has the understanding on how to prepare for the first day and the author's Don't Do list and the guidance on how to manage your time. Even if you read this guidance while already in a leadership position, it still contains the information that can improve your approach and preparation for leadership duties. The preparation block includes just essential information. If readers have time and desire they should continue developing from the books and articles referred.

What kind of Assessment Should be Conducted to Ensure Effectiveness?

What kind of assessment should be conducted to ensure effectiveness? is the second secondary research question. The author emphasizes two types of assessment that a new leader or manager should be aware of and have the skill to conduct. The first type of assessment is the assessment of the current climate and culture in the organization. The second is a systematic assessment. The first one will help to develop your strategy and vision as a leader, and the second will help to adjust or fix unproductive ideas. Please remember that leadership is all about experimenting, so be flexible, and do not be afraid of mistakes, which are inevitable.

Assessment of Organizational Culture

If a leader wants to maximize the ability of his organization to meet higher strategic objectives while being a team player, he must understand the culture of the organization. Does the culture support the leader's vision and strategy; does the leader's

strategy fit into the higher strategy? These are the questions a new leader should

investigate as soon as possible and adjust his approach as needed. The author proposes a

method based on questioning of your subordinates in the organization. The author bases

his eleven questions on a synthesis of the three articles. First is "Defining Organizational

Values with One Question,"[120] by Richard L. Jackson.[121] Second is "Defining

Organizational Culture: Core Culture,"[122] from Sheila Margolis.[123] The last is

"Organizational Culture: Factors influencing the Culture of an Organization and

Cultural Differences,"[124] by Jim Riley.[125] In order to assess the organizational culture the

new leader should ask next eleven questions:

1. How do you describe our organization?

2. Are you proud to be a member of our organization and if you are, what are you

most proud of at this organization?

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[120] Richard L. Jackson, "Defining Organizational Values with One Question," Jackson Healthcare, 2015, accessed April 11, 2015, http://www.jacksonhealthcare.com/media-room/articles/defining-organizational-values-with-one-question/.

[121] Richard L. Jackson serves as chairman and chief executive officer of Jackson Healthcare, one of the largest healthcare staffing companies in the United States.

[122] Sheila L. Margolis, "Defining Organizational Culture: Core Culture," 2015, accessed April 16, 2015, http://sheilamargolis.com/consulting/organizational-culture-change-initiatives/organizational-culture-assessment-questions/.

[123] Sheila Margolis is the Ph.D. president in Workplace Cultural Institute.

[124] Jim Riley, "Organisational Culture: Factors Influencing the Culture of an Organisation and Cultural Differences," Tutor 2 U, May 25, 2014, accessed April 18, 2015, http://beta.tutor2u.net/business/blog/organisational-culture-factors-influencing-the-culture-of-an-organisation-a.

[125] Jim Riley is a founder of tutor2u and has a masters of business administration (distinction) from the Bradford Management School.

3. What is the purpose of our organization?

4. Do you think we as an organization are doing something important? (Ask this question up to five times in an interview in order to ensure the conceptual understanding.)

5. Do you think what we do is helpful for society and why?

6. What values are fundamental to our organization? Give examples.

7. Do you think our organization is somehow different or unique from others?

8. Describe the personality or character of our organization.

9. What is pivotal to our organization that should never change?

10. Whom do you see as strongest personalities in our organization?

11. Whom do you consider as the main disrupter and hindrance in accomplishing the organizational goals?

The author suggests specifically stressing Our organization not Your or This. When you say Our it will help you to win the minds and hearts of your subordinates. It develops a trusting environment and creates an atmosphere of support and desire to make things better. Questioning will be credible if done with all the different layers of the employees and subordinates. After the new leader finished his questioning, he or she will have a thorough picture of what the culture of the organization looks like. Depending on that result, the leader can decide the way of influencing or changing the organization.

Systematic Assessment

Systematic assessment and evaluation of current performance is something a new leader must know about before he engages the organization. The contemporary approach to this issue is to notify the worker or subordinate about his performance right away. The first time it should be a conversation about future perspectives and positioning the

members of the organization. If it does not work, give it some time, as a leader you

should provide an official warning to that person, by notifying him or her that their

performance level does not fit the organizational performance mark. The leader gives the

wrongdoer a two-week term to fix it, or if there is no hope, make a decision about firing

that person. Everybody in the organization should be accountable for his achievements or

failures. Accountability should be a leader's priority; new leaders especially should

embed it into their routine. Two scholars from Arizona State University, Robert Kreitner

and Angelo Kinicki, in their book Organizational Behavior[126] developed an interesting

model. The model explains that contemporary employees lack deliberate performance

assessment, which is timely and profound feedback followed by deserved rewards if they

deliver increased productivity and superior quality.[127] It reinforces the idea of being

mindful about a systematic feedback and guidance for your subordinates. A survey of 106

industrial psychologists identified ten top applications of a performance assessment.[128]

The author uses five of them, which are considered the most important for new leaders.

Those are performance feedback, identifying strengths and weaknesses, recognition of

outstanding performance, promotion decisions, and retention or termination of personnel.

Before the author will elaborate about the five applications of the systematic assessment,

the reader should reflect on the rule of the leadership: A+F+R equals EP, where A is

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[126] Robert Kreintner and Angelo Kiniski, *Organizational Behavior* (Boston, MA: Richard D. Irwin, 1995), 397-405.

[127] Ibid.

[128] Ibid., 398.

assessment, F is feedback, R stands for reward, and EP stands for effective performance. This rule is designed to help a leader in developing a systematic assessment system.

Performance feedback is essential for any kind of activity, especially when talking about new leaders. As mentioned before in the study, a new leader should set a tone for the organization and subordinates. From the first day, a new leader ought to create an atmosphere of accountability. In order to keep track of all tasks and guidance towards employees and from the boss, a new leader should maintain a notebook. The notebook should always be with the person and contain the following information: tasks, executer, terms, result, and report. When a new leader does it consistently, with time it will help him to identify strong and weak chains of your organization. The report is usually followed with a decision about retention or termination of personnel. Alternatively, a positive outcome gives you a chance to recognize an individual performance. Recognition does not mean a raise or a promotion, but make sure you at least communicate it to a person and to the organization. It is also a way to set a tone for the others in the organization. After all, if a man deserves a promotion, the leader should promote him in order to create a positive morale for the organization, or at least apply for a promotion and support it.

Correct and effective assessment is a meaningful tool in the hands of the new leader. It helps leaders to create, adjust, or change their plan of action. Assessment is a very important and useful process for the new leader in the organization. There are two types of assessment that a newborn leader or manager should be aware of and have the skill to conduct. Firstly, there is assessment of the culture; this kind of assessment gives a leader an understanding of the environment and situation of his organization. The other is

systematic assessment, which allows a new leader to assess performance, strong and

weak chains of the organization, and to promote, or fire personnel.

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What Kind of Actions Should be Implemented
to Ensure Effectiveness?

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This chapter has shown how to prepare and assess; now it turns to act and the

third of the secondary research questions. This part of the chapter will explain what

actions the newborn leader should take as soon as possible, how to implement a leader's

vision, and how to apply the fundamentals of team building. No matter how good your

action plan is prior to actual engagement with the organization, there will always be some

changes to make. As a contemporary leader, you should be flexible and agile. Even later,

during the actual engagement with your new organization, it is alright to make mistakes;

this is how people learn and gain experience. However, it is important to learn from the

mistakes, rather than repeat the same mistake a couple of times. The author found an

interesting quote from an unknown author, "The master has failed more times than the

beginner even tried."[129]

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Actions to Take as Soon as Possible

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During the first month, a new leader is assessing the culture. As a result, let us

discuss what a new leader should do while assessing the culture. The author will

primarily base his findings on a synthesis of two articles. The first one is "4 Ways

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[129] Board of Wisdom, "Quotes," accessed March 10, 2015, http://boardofwisdom. com/togo/Quotes/ShowQuote?msgid=609457#.VTQWKyF_Oko.

Leaders Fail in Their First 30 Days,"[130] by Erica Andersen.[131] The second is "Your First 30 Days as a Manager,"[132] by Cheri Baker.[133] You should consider doing the following as soon as possible (ASAP):

1. ASAP schedule a meeting with your boss and talk about his expectations and directions for you and your team.

2. ASAP introduce yourself to all members of the organization, and mention to everyone that his or her opinion about the environment is important to you and you want to meet privately to discuss it.

3. ASAP introduce yourself to your peers and try to commence a relationship.

4. Listen more that talk. Be very deliberate with what you say and what you do. Do not promise to change anything before you assess the situation.

5. Do not be shy to ask questions, you need to know what is going on, so ask your employees. You will definitely discover something helpful. P.S. Do not forget to be polite and say thank you.

6. Set a team meeting where you will discuss common problems and give performance feedback.

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[130] Erika Andersen, "4 Four Ways Leaders Fail in Their First 30 Days," *Forbes*, October 15, 2013, accessed April 8, 2015, http://www.forbes.com/sites/erikaandersen/ 2013/10/15/4-ways-leaders-fail-in-their-first-30-days/.

[131] Erica Andersen is writing for *Forbes*.

[132] Cheri Baker, "Your First 30 Days as a Manager: Strategies for Success," The Enlightened Manager-Emergence Consulting, accessed April 5, 2015, http://piecesofme. typepad.com/First30Days.pdf.

[133] Cheri Baker is a senior professional in human resources *(*SPHR®*)* principal in emergence consulting.

7. Be punctual.

8. Confirm all your responsibilities with your boss to avoid miscommunication. While completing this ASAP list, a new leader should explain his vision, which unites the organization to one purpose.

Implementation of the Vision

Vision is the essence of leadership. Vision is "a clear picture of what the organization aspires to be or become in the future. It describes what the leadership deeply cares about and what organization looks like when the vision is achieved."[134] The new leader should articulate his vision clearly and forcefully on every occasion. "There is nothing more demoralizing than a leader who can't clearly articulate why we are doing what we are doing."[135] Leaders share this vision with other people who want to comply and follow them. This thesis recommends a synthesis of three articles of different scholars into guidance for creating a vision. These articles are "8 Steps to Creating a Great Vision,"[136] "How to Create a Shared Vision That Works,"[137] and "Developing and

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[134] John Bachman, "Shared Vision, Mission and Values," Insight Leadership, accessed April 15, 2015, http://www.insightleadership.net/organizational-development/individual-team-accountability/.

[135] Susan M. Heathfield, "Leadership Vision," About.com, accessed March 27, 2015, http://humanresources.about.com/od/leadership/a/leader_vision.htm.

[136] Zingerman Delicatessan, "8 Steps to Create a Great Vision," Inc., January 26, 2011, accessed April 13, 2015, http://www.inc.com/ss/8-steps-to-creating-a-great-vision.

[137] Jesse Lyn Stoner, "How to Create a Shared Vision That Works," Seapoint Center for Collaborative Leadership, January 21, 2014, accessed April 19, 2015, http://seapointcenter.com/how-to-create-a-shared-vision/#comments.

Communicating a Vision."[138] There are ten steps to creating a good vision for a new leader organization:

1. Pick the time span for the vision. In our case, the first 90 days.

2. Honestly describe the current situation (at this point, you have the culture assessed and you talked to all the members and your boss).

3. Put together all point of pride and shame.

4. Describe desired results.

5. Write a draft. Writing is very important because writing helps to clarify your statement.

6. Consider outside involvement and the communication method.

7. Designate objectives (small goals).

8. Ask for advice from your mentor, boss, or experienced friend;

9. Communicate with your subordinates: conduct a meeting and ask the opinion of the other members;

10. Share and deliver your vision at every possible appropriate moment.

With time, the new leader might have a shift in priorities or different projects from the boss. Do not be embarrassed; when the vision must change, it is all about experience. Next time, you will make your vision better. A clear and motivational vision is a pivot of the team building process.

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[138] Marya Axner, "Developing and Communicating a Vision," *Leadership and Management,* Communit Tool Box, accessed April 19, 2015, http://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/develop-and-communicate-vision/main.

Apply Fundamentals of Team Building

The following synthesis of the team building process was developed after the analysis of numerous works in the field. Some particularly important articles were: "The Five Fundamentals of Teamwork,"[139] "12 Simple Things a Leader Can Do to Build a Phenomenal Team,"[140] and "Six Ways Successful Teams are Built to Last."[141]

Ten key recommendations on how to build a team are:

1. Build on trust. Not only that I trust you get the job done, but also that if you are struggling to get the job done, you have me to help you, because we are team. If some workers failed to get the job done, before you punish them, find out why he could not do it.

2. Discuss issues openly. This is how you reinforce the trust environment. Moreover, you show members of your team that their opinions matters, which also produces commitment.

3. Be thoughtful about the personal lives of your workers; it really matters.

4. Be aware of your leadership style.

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[139] Patrick Lencioni, "The Five Fundamentals of Teamwork," Essential Shift, November 5, 2009, accessed April 22, 2015, http://essentialshiftnow.com/2009/11/the-five-fundamentals-of-teamwork-based-on-the-five-dysfunctions-of-a-team-by-patrick-lencioni/.

[140] John Hall, "12 Simple Things A Leader Can Do To Build A Phenomenal Team," *Forbes,* January 29, 2013, accessed May 1, 2015, http://www.forbes.com/sites/johnhall/2013/01/29/team-building-leader.

[141] Glen Liopis, "6 Ways Successful Teams Are Built To Last," *Forbes,* January 10, 2012, accessed April 10, 2015, http://www.forbes.com/sites/glennllopis/2012/10/01/6-ways-successful-teams-are-built-to-last/2/.

5. Try as soon as possible to know all of your team members by their first name, even if you do not use it. With time, get a little deeper into the personal life of your subordinates by getting to know their families.

6. As a leader, you should maintain clarity in mission, task, and responsibilities towards subordinates.

7. Produce systematic assessment. Give feedback.

8. Reward those who deserve it. Be generous if you can; it will pay you back with an even bigger level of commitment.

9. Be honest and thoughtful about the punishments you apply; never make them personal.

10. Do not make friendships with particular individuals in the organization, especially of the opposite sex. Be friendly and welcoming to everybody.

These ten simple suggestions will help a new leader build a strong and reliable team. In addition, it is alright if some of the workers do not like you, you can never be inspirational leader for everybody, and greed and selfishness is common in people's minds.

The essence of the third secondary question is that the Action block interconnects with the Prepare and Assess blocks. When you prepare yourself, you act; when you assess you also conduct certain actions that help you make the assessment. A new leader is all about the actions he makes or does not make. Now, you are armed with all the necessary guidance and suggestions that will help you to become effective in your initial period of the leadership. The thesis has advised the future leaders about the actions and things that need to be done as quickly as possible. In addition, the reader possesses the

steps to create and deliver a vision statement. The fundamentals, that should be followed in order to build your own team, are at your disposal.

What Fundamentals Should New Incoming Leaders be Aware of and Apply in Order to Become Effective during the Initial Period of Leading?

The author has already answered the three secondary research questions in this chapter through synthesis of other authors' work. The secondary research questions were intended to answer the primary research question of this research.

This research showed that there are three main blocks of guidance needed in order to become effective, regardless of experience. The thesis has shown that Preparation, Assessment, and Action blocks are sufficient. Moreover, in combination they will ensure Effective Leadership in the Initial Period. Thus, this research has also developed a profound model, which is PAA=ELIP which will be helpful for a new leader in all kinds of organizations. This model will be elaborated on in the next chapter.

Summary

In this chapter of the study, the reader became acquainted with what kinds of preparation, assessment, and action will ensure effectiveness in the initial period, and the fundamentals of effective leadership for a first time leader. Readers and future leaders should now be armed with all the fundamentals and requirements for being a successful leader.

In the next chapter, the author will summarize the study. The reader will find a brief overview of the research, how it developed, and what results the author achieved. The author will walk the reader through the problem statement and research question again. Then PAA=ELIP will be presented, supported by a short narrative about

Lieutenant Smith, who is preparing for his first leadership position. The final part of this study will be recommendations for future research in this field of leadership science.

CHAPTER 5

SUMMARY

In the first chapter, the reader was introduced to the problem statement and

research questions of the study. In chapter 2, the author explained the analysis of the

topics related to the study, summarizing contemporary thoughts and opinions from

different scholars. Chapter 3 of the study outlined the different methodologies that other

authors used in writing their books and articles, and the methodology applied to this

research. Chapter 4 answers the research question and sub-questions, and explains a

solution to the problem statement. This chapter highlights everything that has been said

before, and will introduce the author's PAA=ELIP model. In addition, the author will

present a narrative of LT Smith, who is going to take the lead of a platoon after

graduation from university. However, before discussing the PAA model, let us review the

problem statement and research questions of the study.

Problem Statement and Research Questions

This research is based on the author's conclusion that many people have written

about the initial period of a leader's development, but it is hard to find a piece, which fits

new leaders. Most of the sources the reader has available are too complex and hard to

digest for a beginner; firstly, the length as most of the books is 300 pages. However, even

if you read it all, it does not make you a better leader, because in most cases, it is too

much information and everything seems important. The author of the study states that all

these issues can be simplified and become more available to new leaders because most of

the data an incoming leader should know converges into three main phases: preparation, assessment, and action.

Thu, the main research question of the study is: What fundamentals should new incoming leaders be aware of and apply in order to become effective during the initial period of leadership? The answer to this question is found in chapter 4. Analysis of the literature from the field shows that all scholars explicitly or implicitly separate the new leader's problem into three blocks. After dissecting all the fundamentals into the three main blocks, which are preparation, assessment, and action, the sub-questions of this research revealed the key features of those blocks. Thus, the fundamentals for new leaders can be delivered in a concise and easily understood format. From this result, we can draw a wider conclusion.

<u>PAA Model</u>

In the PAA=ELIP model all those blocks of advice and guidance mentioned in the previous chapter are cooked down to P, which is preparation; A which is Assessment; and A, which is for action. The Preparation phase of the model is a synthesized product of everything valuable in the field. It includes two main sub-phases: (1) prepare yourself; and (2) prepare the organization. The Assessment phase of the model differentiates two kinds of assessments: (1) initial assessment of the organizational culture; and (2) systematic assessment. The Action phase of the model deploy three aspects: (1) thing to do as soon as possible; (2) implementing the vision; and (3) teambuilding fundamentals.

The PAA=ELIP model is a synthesis of the major works in the field. The model intended to solve the problem of the newborn leader or manager with taking charge. The author, backed by all the scholars he introduced to you and relied on in this study, argues

that the PAA=ELIP model, which is Prepare properly, Assess correctly, and Act accordingly, will ensure Effective Leadership in Initial Leadership.

PAA=ELIP has several advantages, notably that it has fewer steps then other systems do. Therefore, the author hopes it has a clearer meaning, and that it is easier to understand and apply for newborn leaders. In addition, the reader should take into consideration the author's personal leadership experience. He was a senior cadet in the academy, then took command of two different platoons, commanded a company, and eventually was a cell chief on the brigade staff. Moreover, the author has an experience of deployment as an operation cell chief. In addition, this is important because every time you are promoted in the Army you find yourself in a new position and in a new organization. Every time it is a new leadership experience. The author was in this situation at least five times, that gives him some sort of a right to draw conclusions and rely on his personal experience.

<center>Narrative</center>

In order to develop a better understanding for the reader and to illustrate the model in action the author developed a narrative. The narrative serves as an example of how and what a new leader should do in order to achieve effectiveness in the initial period. Allow the author to introduce to you the central actor of the narrative, whose name is John Smith. He will be graduating in couple of months with a Reserve Officers Training Corps diploma and his first assignment is as a platoon leader in an infantry brigade. LT Smith will serve as the main demonstration of how the PAA=ELIP model works in practice. The narrative is divided into phases according to PAA model.

Prepare Properly

Before LT Smith leaves the academy, he should talk to his peers and leaders about what they think of him. He should conduct at least ten different interviews.[142] After collecting the data, he should spend some time considering and reevaluating certain points. After analysis, LT Smith will define the three main things he should be aware of and improve such as overconfidence, arrogance, or weak communication skills. This is a stage where LT Smith understands in what way he should educate himself.

LT Smith has problems with communication skills that he himself identified during the self-awareness step. The best solution is to go online and find a fix. He can start by searching for how to improve communication skills. After LT Smith found a couple of sources, he reads them, analyzes them, and follows the advice given to him.

Thus, our LT Smith developing new habits. Moreover, what is also important is that he did not wait until he actually became a leader. LT Smith is already implementing lists and categories of priority.[143] In addition, he starts to schedule time for himself, for studying and reflection.

Also in the preparation phase, LT Smith calls his future company commander and asks suggested questions. If for some reason he could not reach a commander, he would investigate the unit online. He finds an official brigade web site and Facebook page, and pulls all the recommended information from there.

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[142] See Appendix A.

[143] See chapter 4, Preparation block.

Finally, during preparation, LT Smith thinks through the first day. He writes down a Don't Do list[144] and prepares short presentations for his subordinates, boss, and peers. He prepares his uniform and mind for the first most important day in his life.

During the Preparation phase, LT Smith has become more self-aware after he conducted his interview of his peers and instructors. He also received initial guidance for self-education, and is in the process of developing a very nice habit of time management. LT Smith contacted his boss and asked him the key questions. After that, he gained data about his unit online. In addition, LT Smith knows what not to do on the first day and how to prepare for it. However, before the first day starts, our friend ought to learn how to conduct an assessment.

Assess Correctly

After LT Smith introduces himself to his unit, he will start a deliberate assessment of the culture. LT Smith will develop a schedule of face-to-face conversation with his subordinates. Because LT Smith is acting according to the author's advice, he will first talk to the platoon sergeant and then mix the list. For instance, next he will talk with the driver from one section, then with a rifleman from another, then with a squad or team leader. The goal of LT Smith is to talk with two to three persons every day. Eventually, after approximately three weeks, he will have all the information ready. He spends another week on the analysis and synthesis of his assessment. LT Smith will definitely identify the morale of the unit, the strong and weak performers, junior leadership issues,

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[144] See chapter 4, Preparation block.

and the level of motivation and commitment. Having this analysis, LT Smith will develop a team-building plan.

After finishing the assessment of the culture of his platoon and company, LT Smith commences another type of assessment, a systematic one. LT Smith follows the author's advice and bears his notebook all the time, where he notes all tasks, terms, results, and reports. After two months of consistent and systematic assessment of his subordinates, he will have a complete picture of organizational behavior. LT Smith will know the best executers and result-oriented soldiers. In addition, he will have a list of bad performers. As a result, LT Smith will have enough data to apply for rewards and promotions.

As the reader follows the hero, LT Smith, he is ready for action. He knows how to prepare himself and his organization, how to prepare, and what to prepare for the first day. In addition, LT Smith knows the basics of the assessment, so LT Smith is comfortable and knowledgeable about how to Assess correctly. LT Smith also figured how to assess the culture of organization and how to conduct a systematic assessment of his unit. Now LT Smith is ready to learn how to Act in the different situations through his initial period as a leader.

Act Accordingly

After printing the recommendations[145] and becoming familiar with the unit schedule, LT Smith develops a plan of things to do first, and applies them according to the plan. After applying all recommendations and analyzing the culture of his unit, and

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[145] See chapter 4, Preparation block.

taking into consideration current events, LT Smith produces this vision statement: In three months, we will be deployed to the Baltics in order to conduct joint exercise with our partners from NATO. I see our platoon as a leading one in the battalion. Our tactical skills and firearms mastery should the best in our company. We should maintain a high level of safety and ensure our entire platoon is physically and mentally prepared. We should work as a team and know each other better. All of your opinions matter. If you have an issue, make sure you deliver it to your junior leader, so we can make a decision. Let us help each other to be a better humans, fathers, brothers, and soldiers. God give us strength.

LT Smith should implement team-building advice from the first day he steps in the unit. Another thing LT Smith must remember is that his unit is a part of a bigger organization so he should build his team within that team. In the author's opinion, that is even easier to do.

By following the PAA model, LT Smith is ready to lead. LT Smith has all needed tools and advice at his disposal and is ready to take charge.

<div align="center">Suggestions for Future Research</div>

In order to make suggestions for the future research, the author will revisit the major points from the thesis. Regarding the primary research question: What fundamentals should new incoming leaders be aware of and apply in order to become effective during the initial period of leadership? the author suggests to evaluate and analyze more of the major works from the field on how to develop a better understanding of first time leaders. In addition, the author would recommend conducting direct research with interviews of contemporary leaders and followers.

To delve deeper into the issue of preparation, the author has a couple of recommendations. Regarding topics such as self-awareness, self-education, time management, contacting your future boss, and preparing for the first day, further research could expand on all of these mentioned with planning considerations, self-development, and possibly negotiation skills. In terms of assessment, the author mentioned two types, the assessment of the organizational culture, and the systematic assessment. Broadening of this issue should be done by way of explaining of the assessment of the organizational climate and how it influences the other two types of assessments. The other possible expansion of the author's ideas should be conducted on Action. The author covered the issue of creating the vision, but it would be helpful to have further explanation on how to implement the vision. In addition, it would be very important for a new leader to know the basics of emotional intelligence. Finally, the author recommends taking care when writing about the initial period of leadership because the main audience is new leaders, who need simple, actionable advice.

APPENDIX A

HOW WELL DO YOU PLAN?[146]

	Never	Seldom	Sometimes	Often	Always
How often do you plan in an effort to keep life from running out of control?	**1**	**2**	**3**	**4**	**5**
Do you put daily plans on paper?	**1**	**2**	**3**	**4**	**5**
Do you allow flexibility in your plans?	**1**	**2**	**3**	**4**	**5**
How often do you accomplish all you plan for a given day?	**1**	**2**	**3**	**4**	**5**
How often do you plan time for what matters most to you?	**1**	**2**	**3**	**4**	**5**
How often is your daily plan destroyed by urgent interruptions?	**5**	**4**	**3**	**2**	**1**

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[146] Academic Skills Centre, "Managing Your Time," Dartmouth, 2001, accessed April 17, 2015, http://www.dartmouth.edu/~acskills/success/time.html.

DIRECTIONS: FOR EACH QUESTION, CIRCLE THE NUMBER THAT BEST DESCRIBES YOU. SEE OTHER SIDE FOR SCORING AND INTERPRETATION

SCORING: Add the numbers next to your answers.

INTERPRETATION:

6-10: Terrible Planner.
You should consider using new tools and processes to help you plan effectively. A great first step would be to take a time management course.

11-15: Below average planner.
You may already have a planning system, but using it more effectively will help to reduce the stress and lack of control you feel in your life.

16-20: Average planner.
Your planning system is working, but you can do better. You may need help focusing on priorities, dealing with urgent interruptions or writing your daily plan.
21-25: Above-average planner.

Your planning system is working well. Keep up the good work, with periodic reviews to be sure you're planning around what matters most in your life.

26-30: Excellent planner--or candidate for burnout?
You have mastered planning and should experience the serenity that comes from taking charge of your life. But make sure you're in control of your planning rather than letting it control you.

Five Steps to Successful Time Management
1. Set specific academic and personal goals.
2. Create a term calendar, recording major events.
3. Create a weekly schedule of your classes, labs, drill, meetings, etc.
4. Decide on specific times to work on each course.
5. Make a to-do list for each day the night before or during breakfast.
   ©Academic Skills Center, Dartmouth College 2001

APPENDIX B

QUESTIONNAIRE FOR SUBORDINATES

Questions	Answer	Reflection
How do I do my job, studying?		
Do you think I am ambitious?		
Am I optimist or pessimist?		
Do you feel the difference in my conduct in and out of duties?		
How do I treat other?		
Am I approachable?		
How do you evaluate my communication skills?		
Can I listen?		
How do I perceive criticism?		
Am I over self-confident?		
Am I reliable?		
Am I decisive?		
Am I an innovator?		
How much time do you think I am studying of preparing for the next day?		
What people say about me?		
Am I a guy you would recommend for a promotion or a job?		
Do I pay enough respect to elders?		
Would you like to be close to me in case of the "Z" day?		

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