

Leader's Charter

(Cross-referenced with The Conversations from *The First 90 Days*)

Diagnosing the Situation

1. STARS Assessment: Are there elements of start-up, turnaround, accelerated growth, realignment, and sustaining success?
2. How did the organization reach this point?
3. What factors make this situation a challenge?
4. TOWS Analysis
 - a. Threats (external and internal)
 - b. Opportunities (external and internal)
 - c. Weaknesses (internal – based on the threats and opportunities)
 - d. Strengths (internal – based on the threats and opportunities)
5. Are there any problems that require immediate attention or underlying issues that may need attending to that _____ needs to be aware of?

Clarifying Expectations

1. Scope of Responsibilities: What specifically is _____ responsible for:

	Directly Responsible	Indirectly Responsible Supervisory Role
Functions		
Systems		
Routines		
Teams		
Programs/Projects		
Deliverables		
Fire-Fighting		
Other		

2. What is _____ not responsible for that he/she or others might think he/she would be, and that might cause confusion?
3. Reporting Relationships: Please attach or sketch any diagrams of the structure for teams for which _____ is responsible.

Solid Line Down:

Dotted Line Down:

Solid Line Up:

Dotted Line Up:

Key Across:

Other:

4. What are the two or three most critical accomplishments _____ must achieve within the next six months?
 - a.
 - b.
 - c.
5. If _____ were to fail at every project but one in the first year, but success in that one meant success for the year, what would that one initiative be?
6. How will success for each initiative be measured?
7. What other important expectations are there for what _____ should do, and how he/she should do it?
8. What issues need to be resolved regarding _____'s role or responsibilities to assure his/her success?

Identifying Resources

1. In what specific ways will _____ support his/her supervisor?
2. In what specific ways will the supervisor support _____?
3. What resources will _____ need to accomplish the critical initiatives?
4. In what other ways will _____ be supported (resources, information, etc. – who, what, when, how)?

Understanding Personal Style and Authority

1. What are the limits of _____'s decision-making authority?
 - a. What decisions can _____ make on his/her own?
 - b. What decisions can _____ make after consulting with others? Who?
 - c. What decisions can _____ not make?

2. What issues need to be resolved regarding _____'s working relationship with his/her supervisor or others to assure his/her success?
3. What are the expectations for how _____ will be expected to communicate with his/her supervisors (mode, depth, frequency)? How often will meetings take place face-to-face?
4. What implications must be considered due to differences in style between _____ and his/her supervisor?
5. What is the best way to bring up tensions in style between _____ and his/her supervisor?

Planning Personal Development and Feedback

1. How will _____'s progress and performance be reviewed and updated? (Who will do what to review and update, how and when?)

With the supervisor?

With others?

What are the preferred ways the supervisor will give feedback?

In what ways will _____ get feedback from others (not the supervisor)?
2. What does _____ need to learn in the first six months of the job (finances, programs, members, staff, board, technology, etc.)? How will he/she learn these things?
3. In what ways will _____ need to adapt to integrate into and/or change the organizational culture? How will he/she learn about the related aspects of the culture? How will he/she best accomplish the adaptation, integration and/or change?