A NEWLY CREATED ROLE · A ONE-PAGE TEST FOR BOARDS AND INVESTORS

The *New Role Test*

Five tests before backing a brand-new job

Use it before you approve a senior role no one has held at the company before. Check the terms of the job before you judge the person who takes it.

☐ 01 **Settle who decides.**
Write down which decisions the new role owns outright, which it shares, and with whom. When it shares ground with an existing executive, name the tie-breaker before anyone starts.

☐ 02 **Name what's left out.**
List the parts of the business the role does not cover. Carve-outs from a job described as the whole business, such as units that still report to the CEO, change what success can mean.

☐ 03 **Ask what the CEO keeps.**
If the CEO once did a version of this job, agree which parts they will hand over and which they will keep. A role the CEO still does in practice is hard for anyone else to fill.

☐ 04 **Agree how you'll know it's working.**
Set two or three measures and a review date before the person starts, so the role is judged on terms set in advance, not on impressions.

☐ 05 **Write down plan B.**
Decide what happens if the role doesn't work: refill it, redesign it or fold it back. A new role is an experiment, and every experiment needs a planned exit.

NOTES

Adapted from Leadership, Underwritten, Issue 5: The New Role Test. Read every issue at leadershipunderwritten.com

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