

In our experience many PMs are **promoted** through the stages outlined below: few make the **transitions**. Making the transitions requires a number of fundamental and quite painful shifts to be made by the individual PMs. To increase the probability of the PM making these transitions they must be challenged and supported. Teams and organisation have an important role to play in encouraging and rewarding the new behaviours.

Leaving behind the familiar: Embracing the new

- **Skills:** accept losing familiar skills, welcome the discomfort learning the new **will** cause
- **Time:** a shift in two dimensions is needed:
 - What you spend your time doing
 - Horizon you are looking over
- **Values:** on the basis that what you value is what you focus on you must change what you value about your individual contribution.

