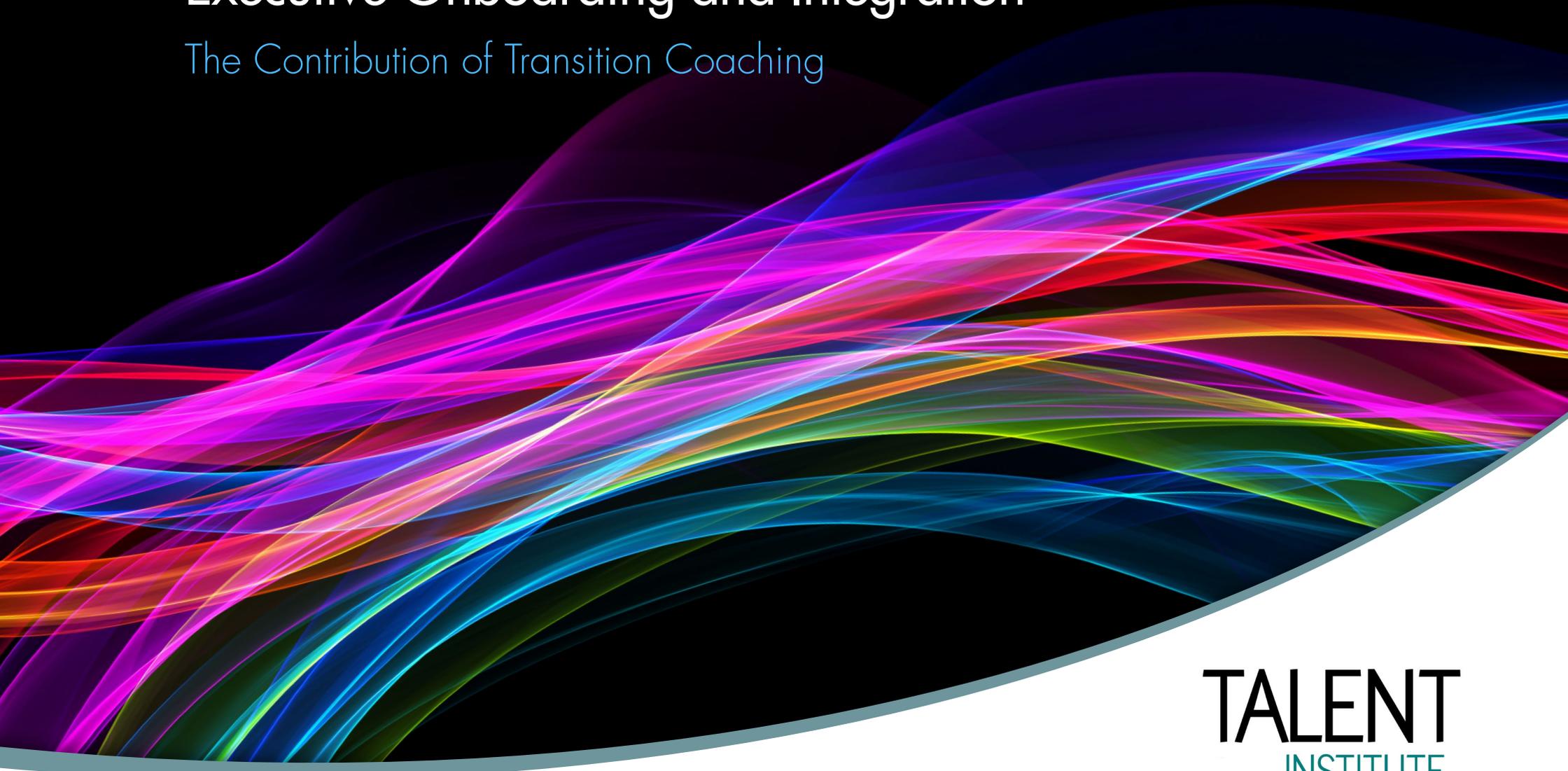


Executive Onboarding and Integration

The Contribution of Transition Coaching



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Hardly anything that happens at a company is more important than a high-level executive transition.

By the nature of the role, a new leader's action or inaction will significantly influence the course of the business, for better or for worse. Yet, despite the high stakes, leaders are typically under-prepared for – and under-supported during – the transition to new roles. The consequences are huge.

About Transition Coaching

Many newly appointed leaders fail within their first two years for reasons ranging from their inability to adjust to a new culture, and develop strong relationships, to a lack of understanding of the business imperatives.

In addition to mastering new competencies, transition points in the careers of leaders demand mind shifts and changes in how they lead. How well leaders navigate these potentially treacherous junctures often determine their ultimate success, or failure as leaders.

Some transitions are more complex than others. The (significant) challenges of any transition are heightened because of the many thresholds the leader must simultaneously cross and manage. The more there are of these, the greater are the risks and pressures the leader will have to face. And these in turn impact the time it will take the leader to prove his / her worth to the rest of the organization.

The significant thresholds the leader must cross are:

- Entering a new sector or industry
- Moving from one organization to another (but within the same sector)
- Moving up to a larger functional role from within a function (but where the specialisation must involve a wider remit)
- Moving into a senior general management role, where the leader's specialisation is less vital to the content of the role.

Aligned to the Drotter Leadership Pipeline-model, transition coaching is a focused, proactive, guided process that supports leaders to succeed in taking on demanding new roles.

About Transition Coaching (continued)

The goal of transition coaching is to reduce the time it takes for new leaders to make a net contribution to the organization, and to establish a framework for on-going success.

Specifically, the (new) leader and the transition coach will consider the challenges of the new or next-level role, and together they will define the key actions and mind shifts that are necessary during the first 120 days – so as to establish credibility, secure ‘early wins’, and position the leader for long-term success.

Transition coaching has three main goals:

- Accelerate the transition process by providing just-in-time advice and counsel
- Prevent mistakes that may harm the business and the leader’s career
- Assist the leader in developing and implementing a targeted, actionable transition plan that delivers business results.

Transition coaching ‘speaks to’ the three phases of taking on a new CEO-role:

- Arriving
- Surviving and
- Thriving.

The process commences before the CEO-elect moves into the role, and usually soon after the final selection decision has been made.

Transition versus Executive Coaching

Transition coaching differs from executive coaching in several ways.

Transition Coaching	Executive Coaching
Proactive; aims to address common traps before they occur	Often reactive; occurring after a problem has been identified
Assesses business situation and leader's approach to new role	Assesses existing competencies, styles, and behaviours
Focuses on transition planning and action	Focuses on self-awareness and behaviour change
Uses structured methodology and framework	Uses varied methodologies; tools and techniques vary by coach
Creates a strategy to build momentum and manage oneself in the new role	Identifies gaps in competencies, behaviours, and mitigation strategies
Results in defined transition plan	May result in development plan
Coach must have significant business acumen	Coach must have deep behavioural insight
Usually time bound: 6–9 months	May take place over an extended timeframe

Role of the Transition Coach

The primary function of the transition coach is to:

- Help the CEO-elect understand the challenges he / she faces
- Set the agenda for the first 100 days and beyond
- Get feedback from and provide insight into key stakeholders
- Help the leader think through key decisions.

The coach provides support to the CEO-elect to:

- Understand the role challenges and what the focus should be during the first 100 days
- Get feedback from the team around the 30-day mark
- Gain insight into stakeholder backgrounds and sensitivities
- Think through Day One-decisions and how best to present oneself
- Understand the dynamics of the new team
- Understand how to productively engage with the company culture.

The Successful Transition

Once a final candidate has been selected, it is critical that a thorough transition plan be developed so that the new CEO has the benefit of a strong start.

The transition plan includes:

- Intensive knowledge sharing
- Stakeholder engagement
- One-on-one meetings with members of the Board.

The First Hundred Days

The idea that new leaders have 100 days to make their mark is a myth. Research indicates that it can take up to 6 months for the new leader to have a real impact.

Their impact can be visible in the following areas:

- Developing a strategic vision
- Winning the support of employees
- Building the right team
- Earning credibility with the Board and analysts
- Increasing the share price
- Turning the company around
- Reinventing how the company does business.

About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that specialises in strategic talent management consulting. Specifically, we focus on helping clients develop and implement strategies and practices to more effectively manage the selection, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our core competency lies in our ability to interpret talent analytics in the context of strategy and business impact, and the use of predictive intelligence to inform risk mitigation, capability development and talent investments.

Grounded in organizational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

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