

EXECUTIVE TRANSITION PROGRAMME

All leaders are challenged to meet business objectives in an ever evolving business landscape, but for leaders new to role and/or organisation, the hurdles are far higher.

In addition to core business challenges, new leaders must quickly comprehend and navigate the tensions of competing priorities while simultaneously adapting to the culture and establishing effective internal and external relationships.

Leaders who manage transition successfully create significant returns for the organisation.

With appropriate support, the new leader and team successfully ramp up to full productivity **9 months** faster than average and **90%** meet their three-year performance goals*.

Despite this, **40%** of new executive transitions are declared failures after **18 months****.

Why?

*The Conference Board 2012

**McKinsey, 2013



ACCELERATING A SUCCESSFUL INTEGRATION PROCESS

Many organisations tend to focus on finding the “right” leaders, but approximately **50%** neglect the critical elements that characterize an efficient and successful integration of a leader new to role or new to organisation.

Accelerance’s Executive Transition Programme is a 6 to 9 month customized integration process that accelerates the new leader’s establishment of foundations required for sustainable success. Structured to complement internal HR on-boarding processes, the Programme supports the new leader in:

- assuming operational leadership
- taking charge of his or her team
- aligning with internal and external stakeholders
- grasping and engaging the culture
- articulating strategic intent

ELEMENTS OF THE PROGRAMME

The Accelerance Executive Transition Programme elements include, but are not limited to the following:

- articulation of a stakeholder map to capture a complete view of the New Leader’s environment
- completion of an organisational diagnostic to enable an informed, well-rounded view of the business landscape; the themes are captured in a SWOT, feedback summary and as relevant, the New Leader’s Personal Development Plan
- facilitation of a new leader assimilation workshop to enable the rapid development of solid working relationships across the New Leader’s leadership team
- facilitation of a leadership team workshop to align on focus, short to long term deliverables, critical interfaces, and core ways of working
- creation of a Personal Development Plan to enable the New Leader to build on core strengths and effectively address areas of further development
- definition and presentation of an individualized, comprehensive New Leader Roadmap to enable full transparency regarding the challenges and commitments, and procure key stakeholder endorsement for the New Leader’s journey
- on-going coaching and consultation, as needed, by the Transition Consultant/Coach

6 to 9 months
Programme

BENEFITS OF THE PROGRAMME

The Programme supports the New Leader to:

- establish critical relationships with his/her team, colleagues and stakeholders
- grasp and leverage the culture to enable alignment and buy-in
- define and articulate strategic intent across relevant time horizons
- leverage existing leadership strengths while identifying development needs vis a vis the new role

The Programme benefits the organisation by:

- accelerating the 'getting to know you' phase for all parties (new leader, team, stakeholders)
- facilitating alignment across key stakeholder groups, key to effective decision-making and implementation
- identifying potential risks, derailers for the New Leader, his team, and the organisation

Testimonials to the value of the Programme

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The ETP has helped me during what I call my 'Triple-New' first year in role; new to the region, new line manager and team and new to a multi-market responsibility. My transition consultant and coach has helped me to manage myself well during my learning curve in a challenging year for the region. He has also provided me with good insights about how I am being perceived by the different stakeholders and has coached me to improve in those areas with room for improvement.

Regional Vice President

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This is a fantastic programme. It is good to feel supported and encouraged by our regional president and by the company. I am enjoying a lot my interactions with the transition consultant and coach. It is a great chance and an opportunity to step back and reflect on the company, its processes, its transformation, myself as a leader and a driver of chance.

Regional Franchise Head Pharma