

The Executive Transitions Program



OSULLIVANFIELD

ACCELERATING LEADERSHIP TRANSITIONS

Transitioning into a new role can be both challenging and exciting. For leaders, making their mark quickly can often be the difference between success and failure. The business world is littered with examples of executives who once were very successful but failed in a particular transition and as a result, their career stalled permanently. So how can leaders perform at their best right from the start of a transition?

THE CEO

The role of CEO is one of the most demanding and complex roles available.

CEOs have positions of power and authority, yet to be successful they must be able to influence, gain and retain support from diverse stakeholder groups. This often involves understanding and reconciling competing priorities. The reality and practicality of working within this context can be challenging.

When the Fortune 500 was launched in 1955, CEOs had between 4-7 KPIs to achieve each year. Today the same CEO will have between 25-40 KPIs.

Employee engagement scores in the 1990s, according to sources such as Gallup, were in the 60th percentile. Today they measure in the 40th percentile and, in many countries, are dropping. This creates the challenge of harnessing the energy of an increasingly disengaged workforce.

The relatively short span of CEO tenure heightens the tension between ideal performance and current reality for many candidates.

Executive leaders play extraordinary roles in organisations yet the transition to that role and its level of potential impact is littered with mistakes and failures. Leading business schools such as London Business School, Singapore Management University, Thunderbird, Harvard, IMD, INSEAD, Wharton and Sydney Business School all report a multitude of challenges organisations face when transitioning new executives into key roles.

The transition to the executive level, as an expat leader in a new country or as part of the journey to becoming a high performing leadership team has innate difficulties and often results in failure. Research suggests that Leaders in companies with weak transition management practices are 2.5 times more likely to underperform than leaders in organisations with strong practices.

We support CEOs as coach and sounding board, to reflect, gain clarity, establish and execute their agenda. Our structured and practical approach ensures stakeholder engagement remains a priority and business outcomes are fully adhered to. Our unique 50:50 approach to CEO level programs means all parties have skin in the game which ensures a strong focus on successful outcomes.

'C' LEVEL LEADERS FOR THE FIRST TIME

Many executives who join a senior team for the first time find it is an experience for which they are under prepared. We help them comprehend and become confident in their new 'cabinet' role – becoming a business leader, not just a manager of a slice of the business. Fast tracking this transition helps them make a valuable contribution to their own and the business' success.

We believe it is vital for executives to experience coaching as something that benefits them both professionally and personally; something that challenges and stretches whilst delivering rewards. Typically based over a twelve-month period our programs are tailor designed to the organisation's needs and the individual's development areas. We act as sounding boards, provide tools and techniques to help the client perform and regularly pulse check with the organisation on how this new executive is performing and where tweaks may be needed.

Based on quarterly objectives we co-create the learning and business outcomes that demonstrate this person is assessing their role and business thoroughly, developing their strategic plans accordingly, enrolling support from their functions and business units and putting into place strong execution plans. Tailored coaching often includes testing of strategic assumptions, influencing other C level executives, presenting to the Board, developing an effective operating rhythm for self management, developing sustainable habits for exceptional leadership, maturing their leadership perspectives and shaping a high performing organisational culture.

The **Executive transition** program takes the leader through the core modules essential to their success in these times. The program can be applied to any of the four major leadership transitions for executives: moving from technical to general management leadership; moving from operational to strategic based leadership; moving from transactional to transformational based leadership and moving from one environment to another, such as following a merger and acquisition.

Some of the fundamentals to get right with each transition include: understanding the requirements of the new role; understanding the stakeholders needs; developing an efficient and effective team quickly; developing and articulating strategy and changing behaviours to those required in the new role.

We know that successful leaders do not change their behaviours simply by understanding a new set of tools and models. Profound insights and good intentions made at development workshops are quickly lost when leaders return to the demands of their day job. Sustained behaviour change emerges from practicing new ways of 'being' and successfully integrating these new behaviours. This is done through a continuous loop of reflection, experimentation, feedback, integration and repeated practise. A program of coaching has been proven to have almost ten times the effect in embedding change as compared to a stand alone training program. Powerful results can be achieved through the combination of coaching and the change interventions during transitions.

"The organisation does not want to hear from its new CEO, 'I'm not totally sure what I am doing right now'. and that's the conversation the new CEO needs to be able to have because that is what they will be feeling".

*Meahan Callaghan,
HRD Seek*

THE EXECUTIVE PROGRAM OVERVIEW

PREPARING FOR THE NEW ROLE

In every role there is a specific mandate to achieve particular outcomes. Taking time to understand from each stakeholder what their 'mandate' is for the role, is essential in building a platform for future success. Paradoxically, at the commencement of a new role, many leaders get drawn into all the urgent issues and forget to gain clarity about their mandate.

EXECUTING THE FIRST SIX MONTHS

Planning the first 90 and 180 days and then three years is crucial in transitioning across and / or up to new roles. Using a well researched suite of templates and tools, we work to ensure you have a clear, structured plan and are set up for successful execution. The tension between securing early wins and taking time to fully understand the need of the organisation is a tension often under estimated.

STRATEGIC THINKING AND INFLUENCE

Learning the degree of white space available for the new 'C' level leader to develop strategic vision and leading the development of that plan is the essential part of C leaders roles. Strategic thinking not only applies to how you develop the overall strategy for your team, function or business, it also applies to your dealings with stakeholders, peers and board members.

HIGH PERFORMANCE TEAMS

Depending on how the leader wants to lead their direct reports will depend on how you set up their team. There is more than one way to do this. We specialise in developing high performance teams. We work with you to build the foundation for your team through our 5Q leadership team program.

IMPACTFUL COMMUNICATION

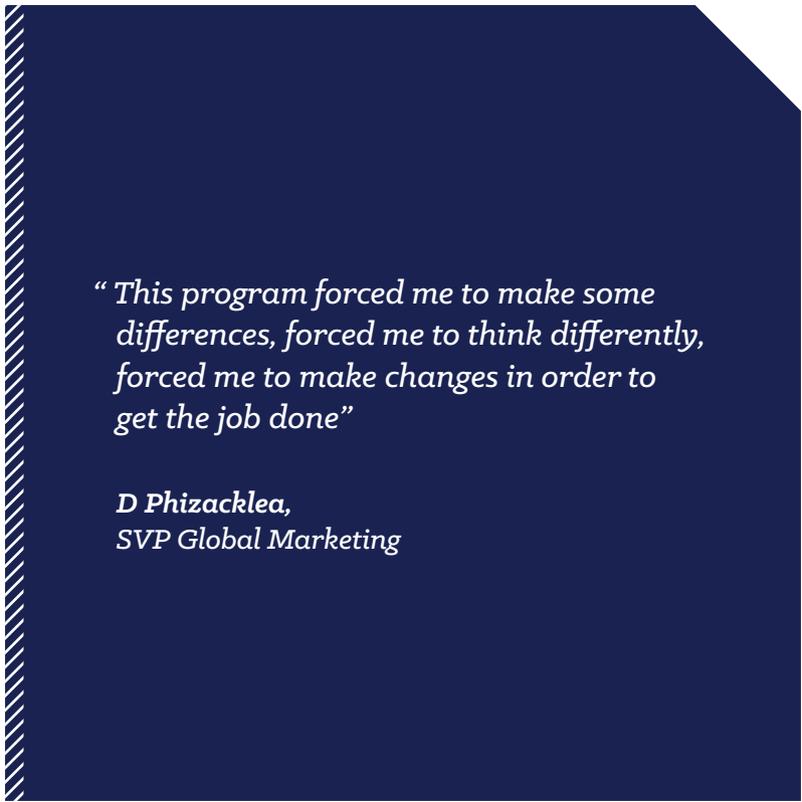
Being able to influence across organisations is a key measure of success. Through a guided process, we work to develop the impact and executive presence for each of our clients. Focusing on language, intent behind presentations, physicality, personal vulnerability, narrative nuances and connectivity, we build a scaffolding to ensure impactful communication.

DAILY HABITS OF EXCEPTIONAL LEADERS

Leaders cast a long shadow in an organisation in the sense of their overall visibility and influence. The most important 'tool' is themselves. How they maintain, regulate and optimise their personal energy will influence that 'tool'. Using insights from the *Daily Habits of Exceptional Leaders* research, we develop and optimise energy rituals with each leader to assist in their self management.

BECOMING A THOUGHT LEADER

In an age of social media and instant access to information, positioning the leader as an expert in their industry is the new leadership development essential. Using proven media related methodologies and alliances we work with each individual to develop them as thought leaders or effective spokespeople for their organisation.



“ This program forced me to make some differences, forced me to think differently, forced me to make changes in order to get the job done”

*D Phizacklea,
SVP Global Marketing*



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