

# Executive Transition Workshops: Accelerating the Path to Success

# Executive Transition Workshops – The Business Case....

## Executive transitions are costly, highly challenging and often unsuccessful



- **Estimates of transition failure range from 35% to 40% within 18 months** *(Source: Harvard Business Review)*

- **Significant time, internal resources and fees are invested in each hire**



- Cost of executive turnover is estimated as high as \$2.7million USD per executive *(Source: Korn Ferry Institute: Talent Management Best Practice Series – Executive Onboarding)*
- According to the Society for Human Resource Management, the results of a failed hire impact your culture, brand, and bottom line

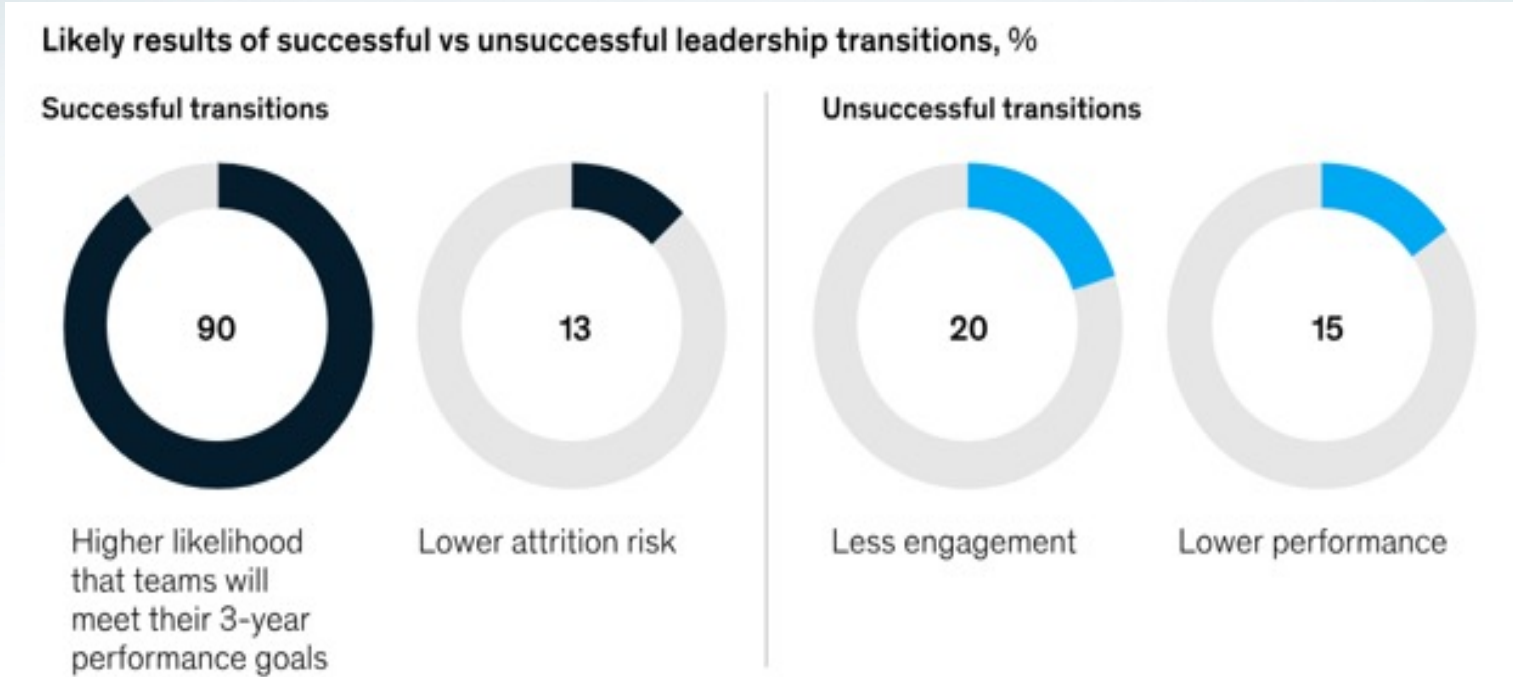
- **Almost one third of executives decide whether they are going to stay or leave their job within the first week**

*(Source: Korn Ferry institute: Talent Management Best Practice Series – Executive Onboarding)*



# Executive Transition Workshops – The Business Case....

**If a leadership transition succeeds, the leader will be much more engaged and the leader’s team has a higher likelihood of achieving the team’s performance goals**



Source: CEB Blogs, "Corporate finance: The cost of poor leadership transitions," blog entry by Kruti Bharucha and Nitika Dial, CEB Global, October 29, 2013.

## Executive Transition Workshops – The Business Case....



**A recent survey of CEOs identified three main challenges they faced during their transition into the role:**

- **gaps on the senior executive team (88%)**
- **a lack of a transformational culture (65%)**
- **unclear strategies and key priorities (53%)**

*Source: Navigating An Uncertain 2024 Business Climate: A Guide For CEOs, Chief Executive*

# Executive Transition Workshops – Background: Challenges & Critical Success Factors....

**The impact a new executive delivers during their first 180 days is considered a litmus test for the sustainable value they will create in their new role and for the company**

## **“Transition traps” that lead to executive transition failure**

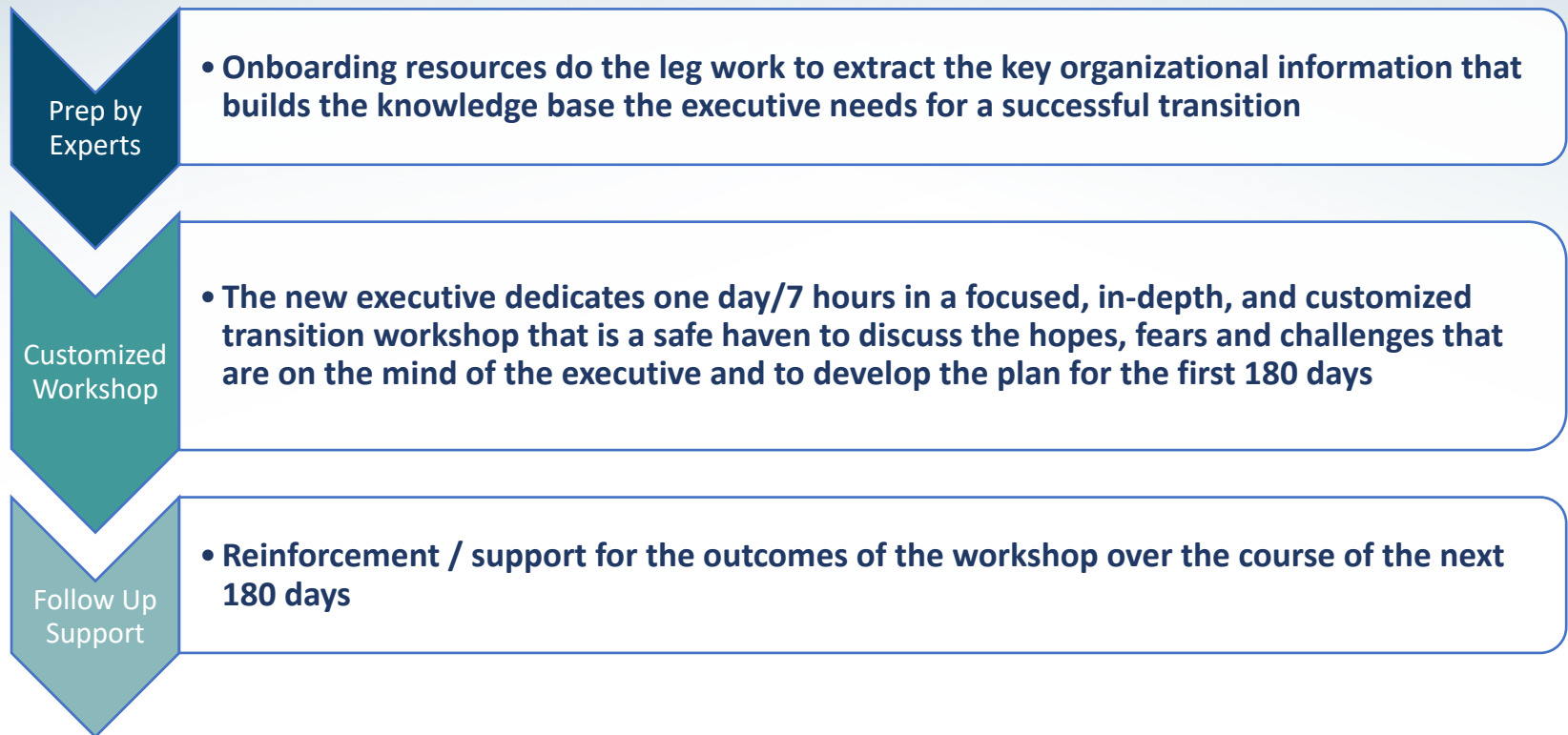
- “Sticking with what you know”
- Attempting too much too fast or setting unrealistic expectations
- Coming in with the answer
- Neglecting stakeholder relationships / opinions ( that exist prior to day one)

## **Successful executive transition enablers**

- Accelerated learning and dedicated preparation time
- Transition strategy aligned to unique situation
- Identifying organizational misalignment
- Understanding existing talent/resources, building a team and coalitions, and creating early wins

# Executive Transition Workshops – Overview of Process

Starting pre-day one, you can accelerate the path to your new leader's success



## Executive Transition Workshops – Customized Workshop Objectives & Deliverables

**Incorporating the four common ingredients found in new leader success ( *see appendix*), the workshop focus includes:**



**Building a 180-day roadmap to success:** Define priorities, identify early wins, and develop risk mitigation strategies.



**Assessing the executive's team and key stakeholder relationships:** Identify capable team members and talent gaps; understand critical stakeholder relationships and develop strategies to build strong relationships.



**Defining personal brand and legacy:** Provide the executive the space to contemplate their aspirations and how they will lead their team to success.

### Deliverables

- 180-day action plan
- “Early wins” identification
- Legacy and brand articulation
- Vital priorities structured around organizational architecture, team, relationships/stakeholders, personal development and time management

# Executive Transition Workshops – Recommended Workshop Approach & Timeline

We estimate that this workshop will take 4 weeks to plan and deliver, with additional touchpoints in subsequent months to facilitate success.

## Workshop Preparation

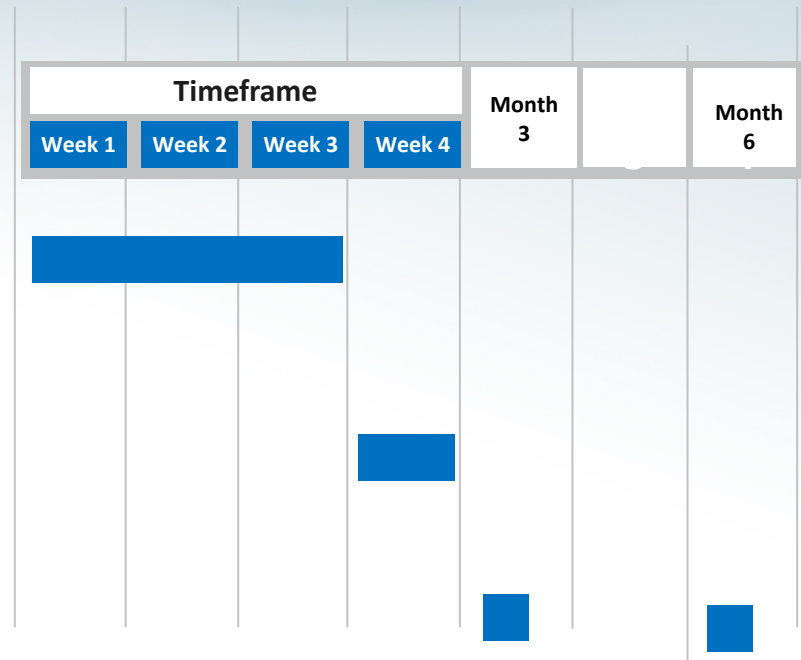
- Conduct situational assessment (i.e., business orientation, cultural understanding, relationships, role expectations)
- Executive briefing

## Workshop Delivery

- Facilitated 7-hour session
- Experienced C-suite member participation
- Key stakeholders participate at sponsor or executive's direction

## Workshop Follow Up

- 90 and 180-day touchpoints



### Key Considerations:

- *Workshop preparation will require adequate lead time to allow for*
  - *Working under the direction of the executive sponsor to develop the executive briefing*
  - *Working with executive sponsor and human resources to plan the workshop*
  - *Interviews with internal resources / key personnel*
- *Workshop delivery best prepares executive to be enabled on path to success on day one if conducted prior to day one, but this is flexible*



# Executive Transition Workshops – Tools & Concepts

We utilize several proven frameworks to facilitate the transition workshop



## STAR Model

- Situational analysis tool
- Aligns strategies and priorities

Start-up

Turnaround

Accelerating  
Growth

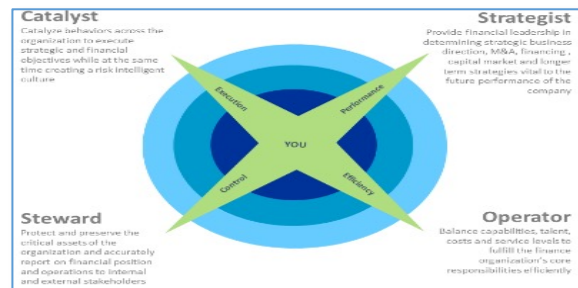
Realignment

Sustaining  
Success



## Four Faces Model

- Focus executive's priorities
- Time allocation

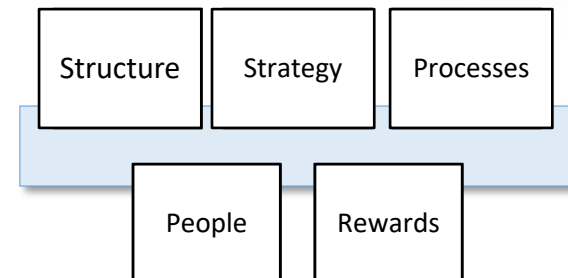


Source: Deloitte



## Organizational Architecture Model

- Priority setting framework



Source: Michael D. Watkins,  
The First 90 Days

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The First 90 Days

# Executive Transition Workshops – Sample Workshop Agenda

Topic		Time
<b>Opening</b>	<ul style="list-style-type: none"> <li>Outline the day</li> <li>Overview executive transitions – success factors, challenges, etc.</li> </ul>	<b>30 minutes</b>
<b>Situational Analysis</b>	<ul style="list-style-type: none"> <li>Diagnostic assessment of current situation</li> <li>Leverage STARS and Organizational Architecture Models</li> </ul>	<b>75 minutes</b>
<b>Priority Setting</b>	<ul style="list-style-type: none"> <li>Identify key priorities given Situational Analysis</li> <li>Address misalignments between strategy, processes, structure, talent and rewards</li> </ul>	<b>60 minutes</b>
<b>Talent</b>	<ul style="list-style-type: none"> <li>Review executive’s team and assess alignment with needs</li> <li>Outline strategy – retain, develop, redeploy, replace, observe</li> </ul>	<b>60 minutes</b>
<b>Relationships</b>	<ul style="list-style-type: none"> <li>Identify critical stakeholders – identify opponents, supporters, etc.</li> <li>Develop relationship building strategy</li> </ul>	<b>60 minutes</b>
<b>Time Allocation</b>	<ul style="list-style-type: none"> <li>Use Four Faces Model to allocate time in alignment with priorities</li> <li>Focus on the important priorities; balance important v. urgent</li> </ul>	<b>30 minutes</b>
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>Summarize key actions, including timing, based on Priority Setting, Talent and Relationships topics</li> </ul>	<b>30 minutes</b>
<b>Legacy &amp; Brand</b>	<ul style="list-style-type: none"> <li>Define the executive’s desired brand</li> <li>Develop key message points for team and stakeholders</li> </ul>	<b>30 minutes</b>

## Executive Transition Workshops – Partnering with RJ Clarke Group

**Accelerate your new executive’s learning curve and enable a successful transition and impactful performance by partnering with The RJ Clarke Group**

**We offer the following options for partnering with you:**

Option	Description
<b>Full-Service Delivery</b>	We provide all the professionals needed and project management to deliver the transition workshop and follow up support with minimal support from your team.
<b>Co-Source</b>	Hybrid approach where your internal resources are leveraged to deliver the transition workshop and follow up support.
<b>Advisory</b>	We partner with your human resource organization and train identified individuals on the transition workshop methodology to allow for future delivery of transition workshops by your internal resources.

Contact [rclarke@rjclarkegroup](mailto:rclarke@rjclarkegroup) or more information on service offerings or a request for proposal

# Appendix

# Executive Transition Team

## Executive Onboarding Lead

### Robert Clarke

Principal, RJ Clarke Group. 45+ years experience helping health providers, health plans and higher education organizations solve, and implement, solutions responsive to complex industry issues. Significant coaching and executive transition experience across a range of C-suite roles. Previously Deloitte National Managing Partner – Life Science & Health Care Risk & Financial Advisory Practice.

## Executive Transition Advisor

### TBD

Experienced C-suite resource(s) that participate in the transition workshop based on functional/sector requirements of the new executive. Examples include CEOs, CFOs, CLOs (Chief Legal Officers), CIOs, and CCOs (Chief Compliance Officers).

## Executive Transition Workshop Program Director

### Julie Clarke

Principal, RJ Clarke Group. 29+ years of experience supporting complex project management delivery, including significant experience designing and conducting leadership workshops. Serving as chief of staff for selected operating groups of a global pharmaceutical company, supported the successful integration of various leaders transitioning in following acquisitions. Lead the development of new operating groups created through internal reorganizations. Served as coach, mentor and culture ambassador.

## Supplemental Information:

# The four common ingredients found in new leader success

**Don't make it about you.** The sudden attention and power can distort reality. The best CEOs don't let this happen. Instead, they keep their minds focused on the institution. For example, instead of asking, "What legacy will I leave?," try "What organizational purpose do I serve?" Rather than "How will I know if I'm successful?," ask "How will we know if we're winning?"

**Listen, then act.** The most successful leaders in a transition know that it's best to listen and find out what's really going on before making broad declarations or premature moves. This ethos translates into four practices: start with a broad-based listening tour; create a fact-based, single version of the truth; lock in a short list of bold moves; and communicate those moves in a simple, engaging manner.

**Nail your firsts.** You never get a second chance to make a first impression. It's an old saying, but no less true today than it ever was. Get your first impression right by understanding what motivates people, keeping to a single narrative, erring toward complete candor, and preparing intensely for moments of truth (like the first board meeting and first quarterly earnings report).

**Play 'big ball.'** Spend your time on things no one else can do—this magnifies your effectiveness while preventing you from getting bogged down. It also prevents you from overextending yourself, a common pitfall for new CEOs.

Source: McKinsey & Company: *Four steps to success for new CEOs*, April 10, 2023