

# New Leader Acceleration Program

## Introduction

Executive transitions are high-stakes. A new senior leader's action or inaction significantly influences the course of the business, for better or for worse. Yet in spite of these high stakes, leaders are often underprepared for — and/or undersupported during — their transition to new roles.

A recent study by McKinsey showed that after two years, anywhere between 27 and 46 percent of executive transitions are regarded as **failures or disappointments**; 68 percent of transitions **flounder on issues related to politics, culture, and people**; and 67 percent of leaders **wish they had moved faster to change the culture**.

At OrgShakers, our experience shows that if a new leader's transition is a successful one, the company will likely be successful too. Teams whose leader had a successful transition go on to meet their mid term performance goals, the retention rates tend to be higher, levels of discretionary effort are higher, and they generate more revenue and profit than average.

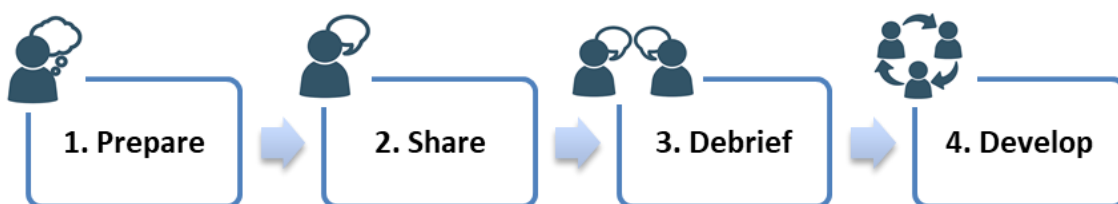
On the flipside, when leaders struggle through a transition, the engagement, performance, and attrition rates of their direct reports are all typically lower than in teams with high-performing leaders.

## Program Overview

Our **New Leader Acceleration** program is a series of short, impactful, facilitated workshops involving the new leader and their team and has been specifically designed to:

1. reduce the amount of organizational downtime as leaders transition into new roles;
2. increase leaders' ability to make accurate initial assessments of their organizations and teams and,
3. most importantly, support leaders to have greater organizational impact, sooner.

The New Leader Acceleration program should be held during the new leader's first 90 days in role.



### 1. Prepare

- 1 – 2 hours.
- To prepare, the facilitator meets with the new leader to familiarize the leader with the process, clarify expectations, discuss the format for the sessions and the questions the team will be asked to answer.
- If the leader has any concerns about their transition, this is the perfect opportunity to discuss those with the facilitator.
- The new leader then invites their team to participate in a 'Sharing' session and sends them a list of pre-selected questions that will be discussed at that session, so that they can prepare in advance.

## 2. Share

- 2 – 3 hours
- The new leader typically kicks off this meeting to set the tone and then leaves to allow the team to share openly and honestly.
- The facilitator and the team work together answering the questions.

## 3. Debrief

- 1 – 2 hours (depending on the organizational context and the team’s input)
- The facilitator and the new leader meet to review the team’s inputs and prepare a response to them.

## 4. Develop

- 2-hours
- The team and the new leader reconvene. The new leader responds to the team’s questions / issues and engages the team in a discussion of priorities.
- By the end of this meeting, the team will have established the groundwork for working more effectively with the new leader, as well as next steps for moving ahead.

## Timing

Holding the workshops over two consecutive half days affords the new leader time to reflect on the information shared and consider how they may wish to approach any sensitive issues or opportunities with the team. For example:

Day 1: Share & Debrief		
Time	Item	Lead
5 mins	<b>Meeting Kick-off</b> Welcome, Expectations & Desired Outcomes	New Leader
10 mins	<b>Session Overview &amp; Ground Rules</b> <ul style="list-style-type: none"> <li>▪ New Leader Acceleration overview</li> <li>▪ Share ground rules <ul style="list-style-type: none"> <li>– Informality</li> <li>– Openness and honesty</li> <li>– Leader does not need to have the answer for everything</li> <li>– Respect confidentiality within the team</li> <li>– Be conscious of team members who are not present</li> </ul> </li> </ul>	Facilitator
2 – 3 hours	<b>Sharing session</b> <ul style="list-style-type: none"> <li>▪ Facilitated session using pre-circulated questions</li> </ul>	Facilitator & Team (Leader not present)
2 hours	<b>Debrief</b> <ul style="list-style-type: none"> <li>▪ Leader reviews and develops response</li> </ul>	Facilitator & Leader (Team not present)

Day 2: Develop		
2 hours	<p><b>Feedback &amp; Open Discussion</b></p> <ul style="list-style-type: none"> <li>▪ The New Leader takes the lead to;               <ul style="list-style-type: none"> <li>– Provide some background / personal history</li> <li>– Respond to specific questions asked by the team during the data collection</li> <li>– Distill key issues from the data and engage the team in open dialogue</li> </ul> </li> <li>▪ Facilitator captures key issues and actions</li> </ul>	All
10 mins	<p><b>Summary &amp; Close</b></p> <ul style="list-style-type: none"> <li>▪ Facilitator summarizes the key points and follow-up actions / timings</li> <li>▪ New Leader shares closing comments</li> </ul> <p><b>Close</b></p>	Facilitator & Leader