**Executive Transition Support Program**

The entering executive and the one who hired him or her, works with a highly experienced executive transition consultant within the first month of starting work, to develop on an Executive Transition Support Program that starts with a survey of the hiring manager and incumbent executives to ask:

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| * How would you describe the incoming executive’s mission?
* What are the stakes; i.e., how important is it that the incoming executive succeeds?
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| * What do you think should have happened: in six months? In one year? In 18 months?
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| * What should the incoming manager watch out for?
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| * How will this initiative impact you?
* What are you willing to do to help the incoming executive succeed?
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| * What is your best advice to hiring executive and the incoming executive?
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The objective is to get the hiring manager, the entering executive, the Core Leadership Team, and then their entire leadership community, clear about:

* What the incoming leader is to do and accomplish when and how,
* What is needed from each incumbent executive in order for these results to be achieved, and
* What will happen if the quest succeeds or fails?

The approach culminates with a contract between the entering executive ***and each stakeholder*** that clarifies what each person:

* ***will do***,
* that they believe that they ***can do***,
* that they ***want to do***, and that
* they are highly ***motivated to do***

in order to help the incoming executive succeed. The objective is to bring the idea of success and helping to achieve success to the forefront of thinking for each incumbent executive. The hiring manager shepherds the process and ensures that each incumbent is engaged, follows through, and motivated to do what they need to do to ensure success.

If everyone works together for success, odds are success will ensue. As things play out what needs to be done will evolve. The hiring manager plays the role of foreman and tracks and reports on progress as well as updates the thinking and commitment of incumbents in light of what is learned.

If the hiring manager decides to let the incoming executive “sink or swim” on their own, the jig is up and it might as well be terminated. Similarly, if even one incumbent breaks ranks and stops trying to help achieve success the odds drop precipitously. Success is a team sport and will only ensue if everyone is committed to making sure it happens.

To accomplish this, facilitated Executive Transition Support Sessions are held for entering executive, the hiring manager, and key stakeholders. The hiring manager identifies first-tier and second-tier stakeholders. The hiring manager and the entering executive are surveyed one-on-one by the executive transition consultant in the first few weeks on the job.

One-on-one stakeholder interviews are held around weeks 8 through 10. First-tier stakeholder surveys are conducted in person; second-tier stakeholder surveys are in person or by phone, e-mail, or electronic survey.

Survey input is recorded, organized, and rank-ordered by frequency for presentation. A room is set up for a New Leader Transition Support Review Session with the data ready to be unveiled over the course of the session. The hiring executive and the incoming executive are briefed privately on the survey input in advance of the session.

Together they develop a view of how things sit and what needs to happen for success. The amount of data to be absorbed by the entering executive can be overwhelming. The hiring manager is in the best position to make sense of what has been collected and to determine what the entering leader and the incumbents must do to make things turn out right.

During the review session, the hiring executive and the entering executive work to understand the points made by those surveyed, as the responses are unveiled question-by-question. Data is presented anonymously but those present are invited to speak to points they resonate with, feel strongly about, and that they may have made.

Usually, there is much more data than can be effectively absorbed, understood, internalized and acted upon all at once. The hiring executive and the entering executive work with the group, with the facilitator’s guidance, to determine what is most important to pay attention to, and what to focus on, and when.

Once the meeting is adjourned, the facilitator meets with the hiring executive and the entering executive to debrief and to make a follow-up plan.

In light of above, the entering executive:

* Identifies and enlists two to four key people from the leadership community to serve as an inner-circle or executive committee or [Core Leadership Group](http://www.intelliven.com/note-on-core-leadership-teams/).
* Meets with the Core Leadership Group and with each management team member to clarify their personal and area performance objectives and to identify key assets and resources to determine how they might best be used in service of the organization and its goals.

To support this, the facilitator:

* Sits in on and helps guide meetings between the entering executive and their Core Leadership Group and with Leadership Team members until they are all clear on what they are trying to accomplish, what they are counting on each other to do to accomplish it.
* Sets up and drives a governance process that conforms to the [executive review program outlined in this post](http://www.intelliven.com/note-on-reviews-to-connect-the-top-of-the-house-to-the-front-line/).