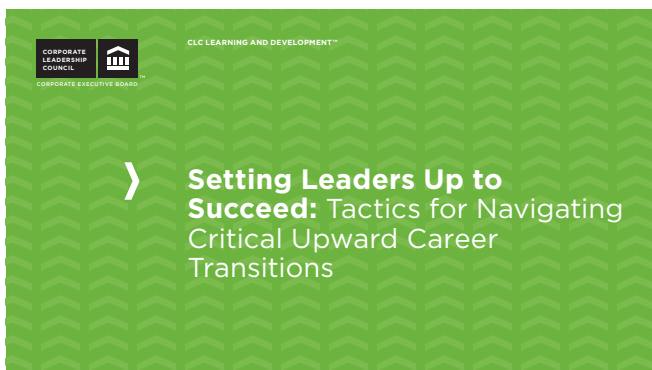




A Recent Example of CLC Learning and Development Insight on Leadership Transitions



The Question Our Members Were Asking

How do the best companies reduce the risk to performance of critical leadership transitions?

Methodology

We leverage quantitative and qualitative analysis to determine what tactics are working at the best companies.

- Probing interviews with L&D leaders at approximately 50 organizations around the world, surfacing critical challenges and yielding in-depth proven solutions from leading companies
- Survey work documenting the experiences of nearly 4,000 transitioning leaders at 22 organizations
 - Data was captured from the transitioning leaders about their transition experiences; in addition their direct managers rated their performance in their new role.
 - A matched-pair design (combining the data from the transitioning leader with the performance data from their manager) was used to uncover the most impactful drivers of successful transitions.

Selected Best Practices Uncovered



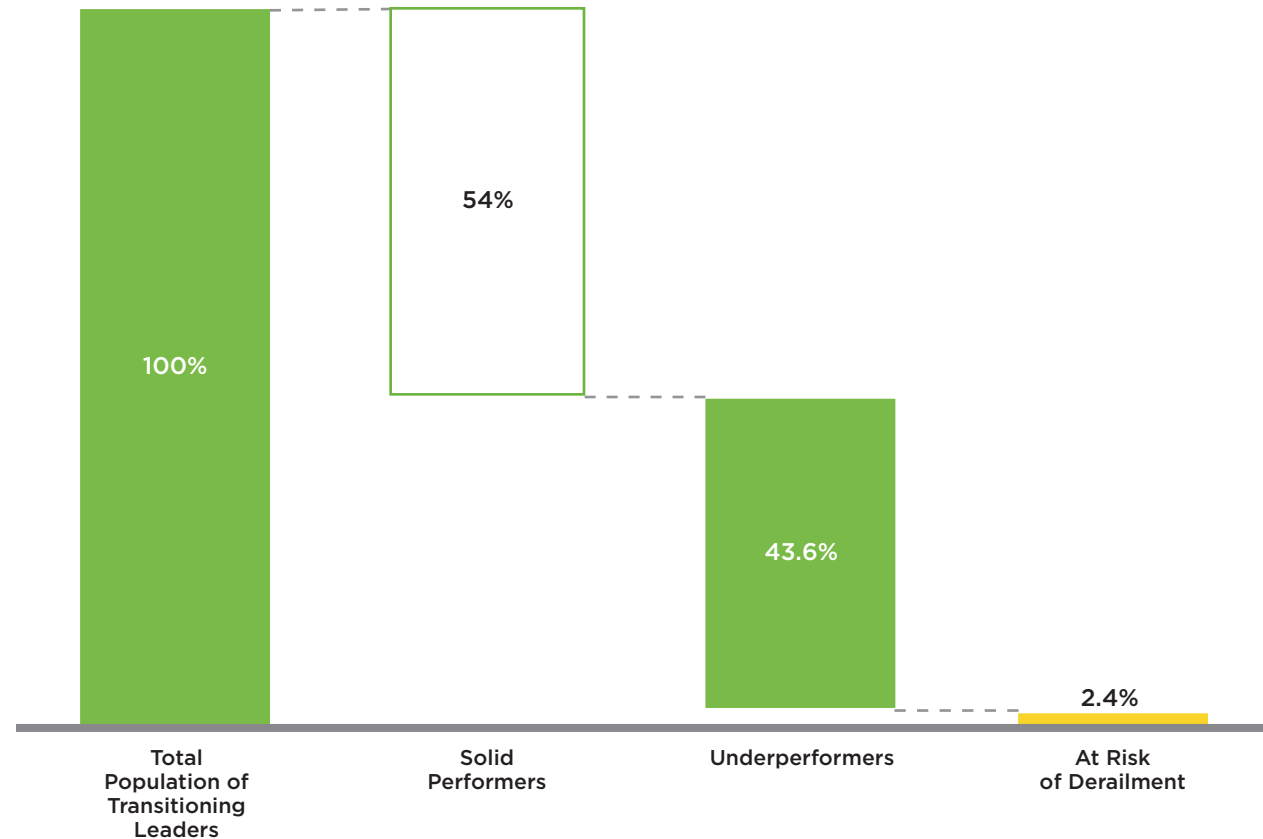


The Challenging Insight

CLC Learning and Development Insight

The performance of transitioning leaders presents a sobering picture, but not because many are at risk of derailment; in fact less than 3% are. The more insidious and pervasive problem is the risk of leader underperformance: 44% of all new-to-role leaders underperform as they navigate critical career transitions.

Transitioning Leader Performance





The Challenging Insight (Continued)

CLC Learning and Development Insight

The cost of leader underperformance ripples far beyond the individual leader. Transitioning leader underperformance has a substantial impact on their team's performance, retention, and engagement levels.

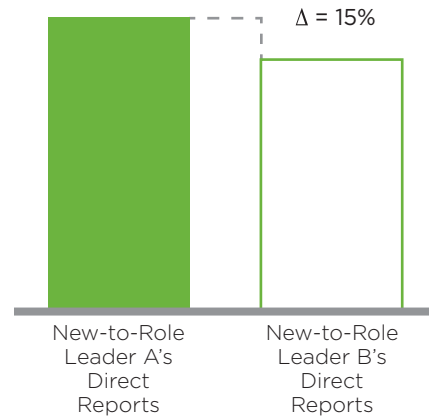
- Direct reports of underperforming transitioning leaders perform 15% lower, are 21% less likely to stay with the organization, and are 9% less engaged than those reporting to leaders who are transitioning smoothly.

Impact of Leader Transitions on Employee Performance, Intent to Stay, and Engagement

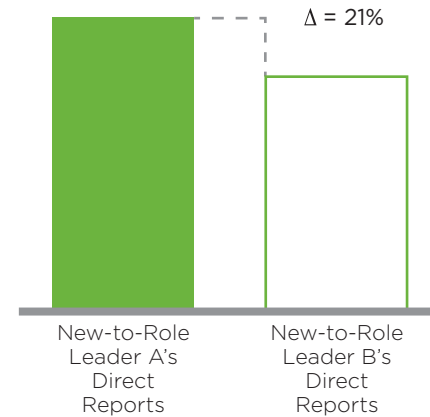
New-to-Role Leader A
 "Solid Performer"
 Transitioning smoothly into new role

New-to-Role Leader B
 "Underperformer"
 Treading water during transitioning into new role

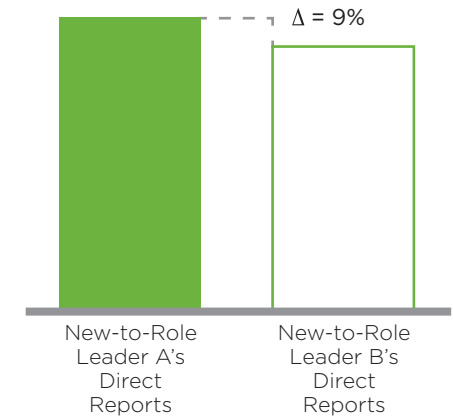
Direct Reports' Performance



Direct Reports' Intent to Stay



Direct Reports' Engagement





What the Best Companies Are Doing

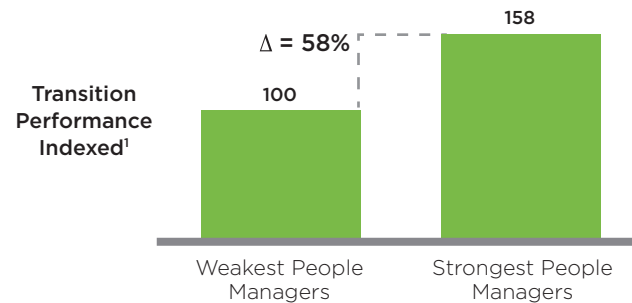
CLC Learning and Development Insight

The performance of transitioning leaders is primarily driven by individual skills and capabilities and not the dynamics of the transition situation. Specifically, effective people management and relationship-building skills are highly associated with transition success.

- The best organizations recognize that by focusing on these largely controllable dimensions, they can drive transition effectiveness.

Individual Profile (Largely Controllable)

People Management Skill



Relationship-Building Skill

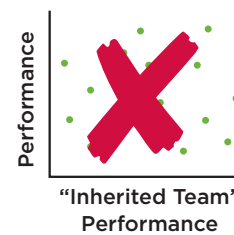


Individual Situation (Largely “Uncontrollable”)

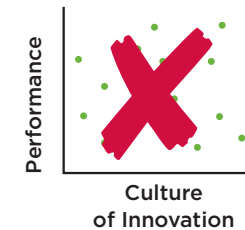
“You’re Doomed If You’re Managing Former Peers”²



“You Can Ride the Wave of a High-Performing Team”²



“You Just Have to Try New Things”²



“Everyone Takes a Few Risks to Get Ahead”²



¹ For the purposes of illustration, leader performance scores were indexed to a scale on which 100 points indicates the performance of the leaders who were weak at that skill as represented by the bar on the left.

² CLC Learning and Development did not find any correlation between these indicators and the performance of transitioning leaders.



What the Best Companies Are Doing (Continued)

CLC Learning and Development Insight

The best companies also recognize that the transitioning leader should not be the sole focus of “transition management.” Working with the leader’s support network—their old and new manager, their peers, and their direct reports—is crucial to helping the transitioning leader succeed.

Seven Keys to Effective Leadership Transitions

Developing the Individual

1. **Leadership Competencies:** Skills for Managing Change and Getting Results

2. **Deraillers:** Confronting the “Quick Win” Paradox

3. **Transition Activities:** Results Focused and Action Oriented

4. **The Leader’s Previous Manager:** The Balance Between Letting Go and Positioning for Success

5. **The Leader’s New Manager:** The Power of Preparation and Expectations

Building the Support Network

6. **Peers:** Active Coaching, Not Just Active Listening

7. **Direct Reports:** Active Agents of Upward Development



Best Practice

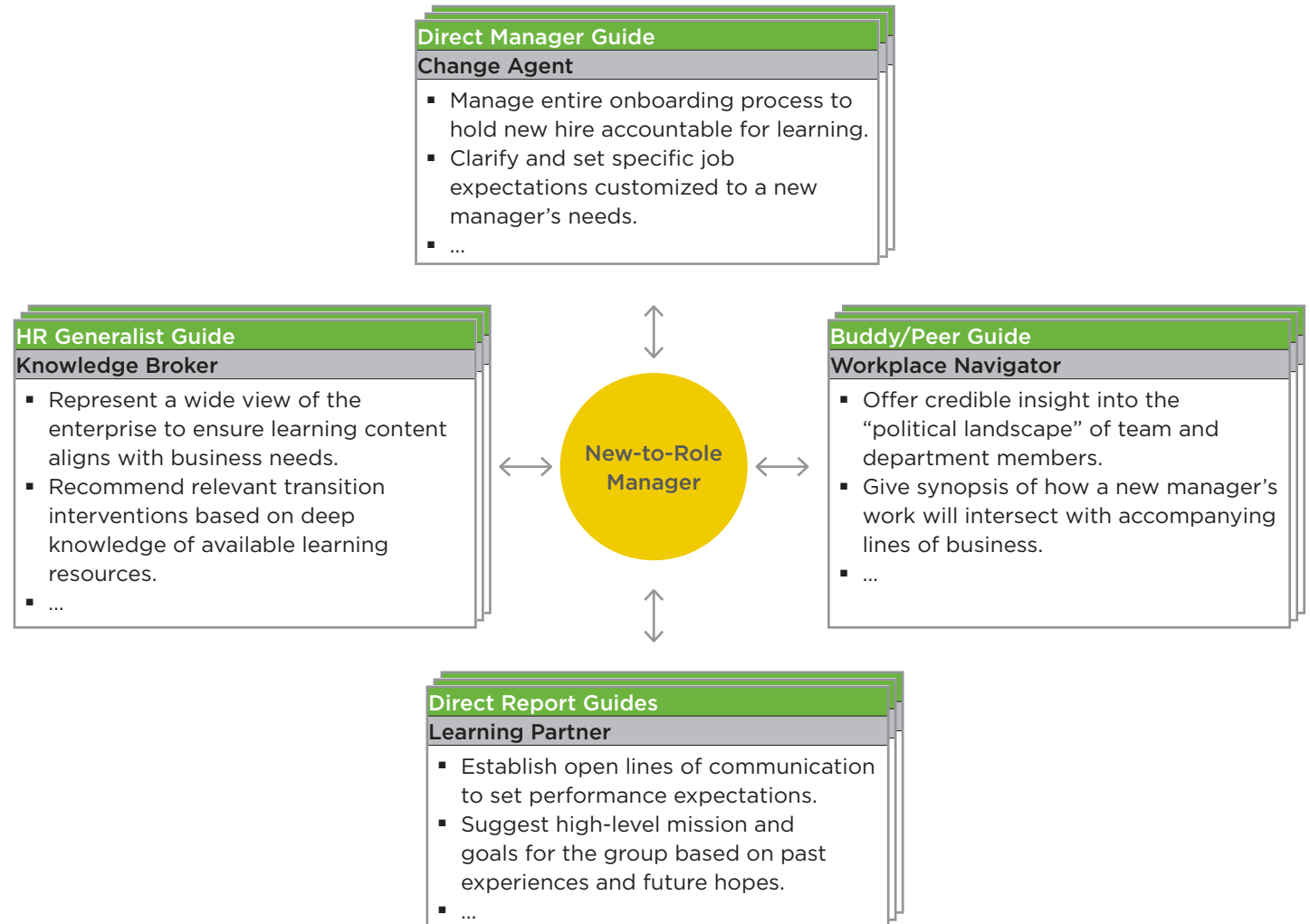
CLC Learning and Development Insight

Recognizing the impact of effective relationships on the success of leadership transitions, CNA assigns distinct roles and sets expectations for each member of the network surrounding the transitioning leader.

- CNA taps into the unique value that each stakeholder can bring to transition support.

Leveraged Support Network Roles

Role Expectation for Key Transition Stakeholders



From Insight to Action

Successfully Navigate Critical Upward Transitions

Step I: Build the Business Case

Communicate the risks associated with poorly managed transitions.

Step II: Evaluate Transition Effectiveness

Determine where and how to focus transition support investments.

Step III: Build Transition Support Structures

Create an effective support structure to enable successful transitions.

Step IV: Equip Leaders with Transition Management Skills

Upskill managers on the change management and relationship skills core to transition success.

Products and Services



Business Case for Transition-Support Initiatives



Navigating Leaders Across Critical Upward Transitions

Products and Services



AcceleRATE: Leadership Transition Evaluation



Your dedicated executive advisor discusses and identifies areas of exposure.

Products and Services



CNA's Leveraged Support Network Roles



Johnson and Johnson's Outcome-Driven Transition Support Model

Products and Services



Leadership Transitions Guides



Leadership Transitions E-Learning Series



Research and Insights



Advisory Support



Proven Best Practices



Peer Benchmarking



Live and Online Learning Events



Decision and Diagnostic Tools