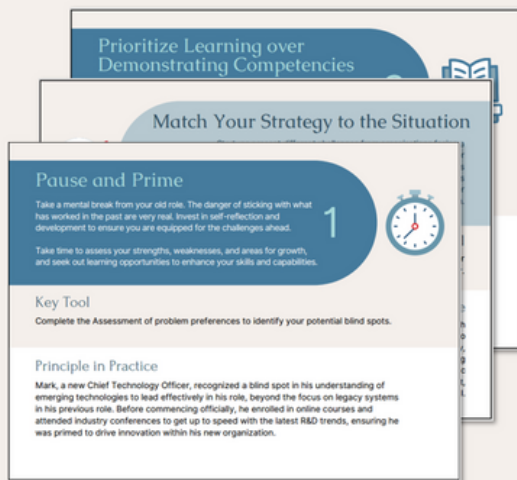




The Fundamental Principles of Leadership Transitions

Principles to navigate the complexities of a new leadership role

7 fundamental principles alongside real-world examples to equip you with the insights and strategies needed to thrive in your new position.



Pause and Prime

Take a mental break from your old role. The danger of sticking with what has worked in the past are very real. Invest in self-reflection and development to ensure you are equipped for the challenges ahead.

1



Take time to assess your strengths, weaknesses, and areas for growth, and seek out learning opportunities to enhance your skills and capabilities.

Key Tool

Complete the Assessment of problem preferences to identify your potential blind spots.

Principle in Practice

Mark, a new Chief Technology Officer, recognized a blind spot in his understanding of emerging technologies to lead effectively in his role, beyond the focus on legacy systems in his previous role. Before commencing officially, he enrolled in online courses and attended industry conferences to get up to speed with the latest R&D trends, ensuring he was primed to drive innovation within his new organization.

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Match Your Strategy to the Situation



2

Startups present different challenges from organisations facing a turnaround. Leading a realignment situation is different again. Tailor your approach and strategies to fit the unique context and challenges of your new role and organization. Consider factors such as organizational culture, industry dynamics, and stakeholder expectations when developing your transition plan.

Key Tool

Diagnose your situation using the STARS assessment and we will consider the specific focus areas and strategies together.

Principle in Practice

Sarah, a new CEO, was tasked with leading a turnaround in a struggling manufacturing company. Such a situation was new to her. Knowing there was a sense of urgency to act, Sarah still made time to evaluate the political and cultural landscape, but focused on her technical understanding (strategy, markets and technology). Her turnaround strategy focused on pruning non-core businesses, changing the structure, and shifting the culture from despair to hope, aligning her approach with the specific challenges faced by the organization. This also meant learning new competencies in change mgt, technical learning and working closely with her direct team, in order to be successful.

Prioritize Learning over Demonstrating Competencies

Even in a turnaround situation, like in the example described previously, it is important to develop a dedicated learning plan that encompasses technical skills, industry knowledge, cultural and political awareness. Juggle the urge to act with the need to understand and implement an 80/20 listening approach and be ready to adapt as you learn more.

3



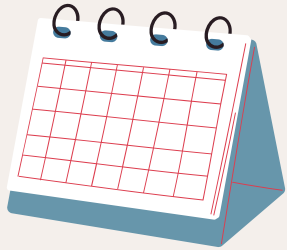
Key Tool

Use the Learning Plan template provided and answer key questions at different stages of transition to accelerate your learning and growth.

Principle in Practice

When Mark assumed the role of Operations Manager in a rapidly growing startup, he initially immersed himself in technical learning, focusing on what he saw as a lack of clear technical processes. Workflow projects were implemented, however, he soon encountered resistance and struggled to implement changes. Mark shifted his focus to cultural and political learning and actively engaged with employees, listened to their perspectives, and adapted his approach to align with the company's values and objectives. This shift enabled him to build trust with his team, overcome resistance, and saw rapid adoption of processes.

Build 360 degree relationships



4

Prioritise relationship-building with key stakeholders in all directions, including peers, direct reports, and higher-ups, even in urgent turnaround situations. Many neglect the horizontal relationships. Invest time in understanding their perspectives, concerns, and priorities to foster trust and collaboration.

Key Tool

Utilise the Interview guide templates as a valuable, structured approach to ask and compare answers to find commonalities / outliers.

Principle in Practice

Alex, a new Sales Director, prioritized relationship-building with his team members and key clients. He scheduled one-on-one meetings with each team member to understand their goals and challenges, fostering trust and open communication. Additionally, he actively engaged with key clients, hosting networking events and customer appreciation sessions to strengthen relationships and drive sales growth. When he played back his findings and initial ideas, it demonstrated openness, a clear understanding of the challenges and enabled a healthy discussion on next steps to gain buy-in.

Adapt Leadership Style

Assessing the business situation and creating a transition strategy is very different to reflecting on your leadership style (mindset, behaviours, competencies and processes) and addressing them to suit your new challenges. The danger is, what worked in a previous role and culture, may be detrimental to the new, potentially more complex or culturally sensitive environment.

5



Key Tool

Seek out an external coach that offers both transition and developmental coaching that can provide for just-in-time planning, reflection and learning. We'll explore your leadership style and adapt it to suit your new environment.

Principle in Practice

When Emma was promoted to Director of Sales in a global corporation, she initially relied on her previous leadership style, emphasizing individual targets and autonomy. Seeking guidance from an external coach, Emma fine-tuned her approach to fit the collaborative nature of her new environment, fostering increased collaboration and performance across her sales teams. Her willingness to embrace change and adapt her leadership style contributed to her success in her new role.



Creating Early Wins

6

Identify and prioritize quick wins or early successes to build momentum and demonstrate your impact. Get wins in the right way and focus on initiatives that deliver tangible results and generate positive momentum for your transition and the organization.

Key Tool

Complete the evaluation tool and consider launching early-win projects to provide visible gains with moderate expenditure.

Principle in Practice

Emily, a new Marketing Manager, identified an opportunity to revamp the company's social media strategy. Within the first month of her tenure, she launched a targeted social media campaign that resulted in a significant increase in brand awareness and customer engagement. By delivering a quick win, Emily gained credibility and momentum for future marketing initiatives.

Resilience and Well-being

Transitioning into a new role can be demanding, both professionally and personally. Prioritize self-care, resilience, and well-being to sustain your energy and effectiveness over the long term. Build support systems that will nourish you personally and foster alliances that will help you navigate organisational dynamics effectively.

7



Key Tool

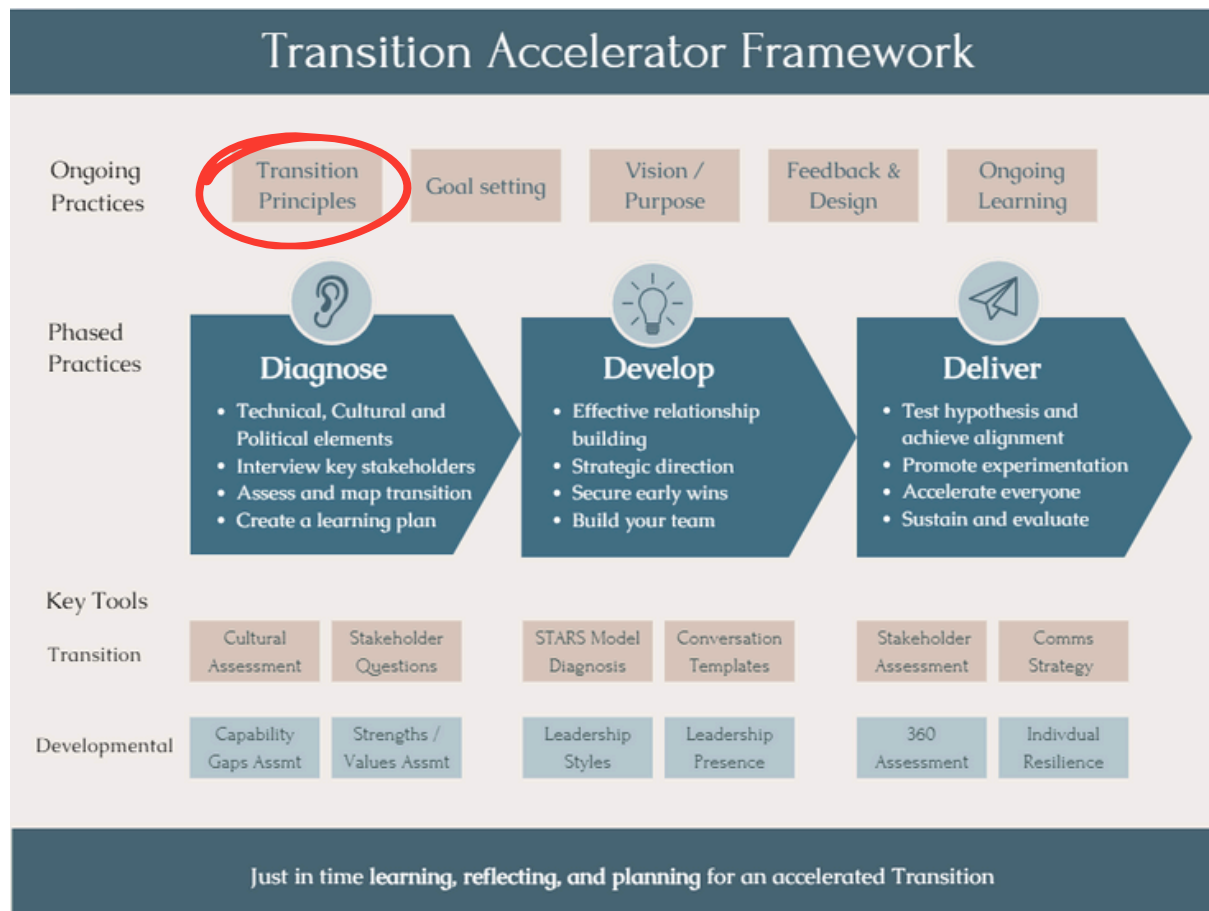
Three pillars of self-management and guidelines for structured reflection will support our ongoing dialogue.

Principle in Practice

When David assumed the role of Vice President of Operations, he quickly realized the importance of prioritizing self-care practices like regular exercise and mindfulness. He also built support systems within the organization, seeking guidance from mentors and peers. By nurturing these relationships and maintaining structured reflection guided by the three pillars of self-management, David successfully navigated organizational dynamics while ensuring his well-being remained a priority, allowing him to sustain his energy and effectiveness in his new role.

The Fundamental Principles of leadership transitions

As an ongoing practice, we will regularly review the fundamental principles and access a library full of practical Transition and Developmental resources with just-in-time learning, reflecting and planning, to help you accelerate success in your new role.



Contact:

E-mail

Bradley@transform-coaching.com

Website

www.transform-coaching.com

Phone

+49 1511 7529323

