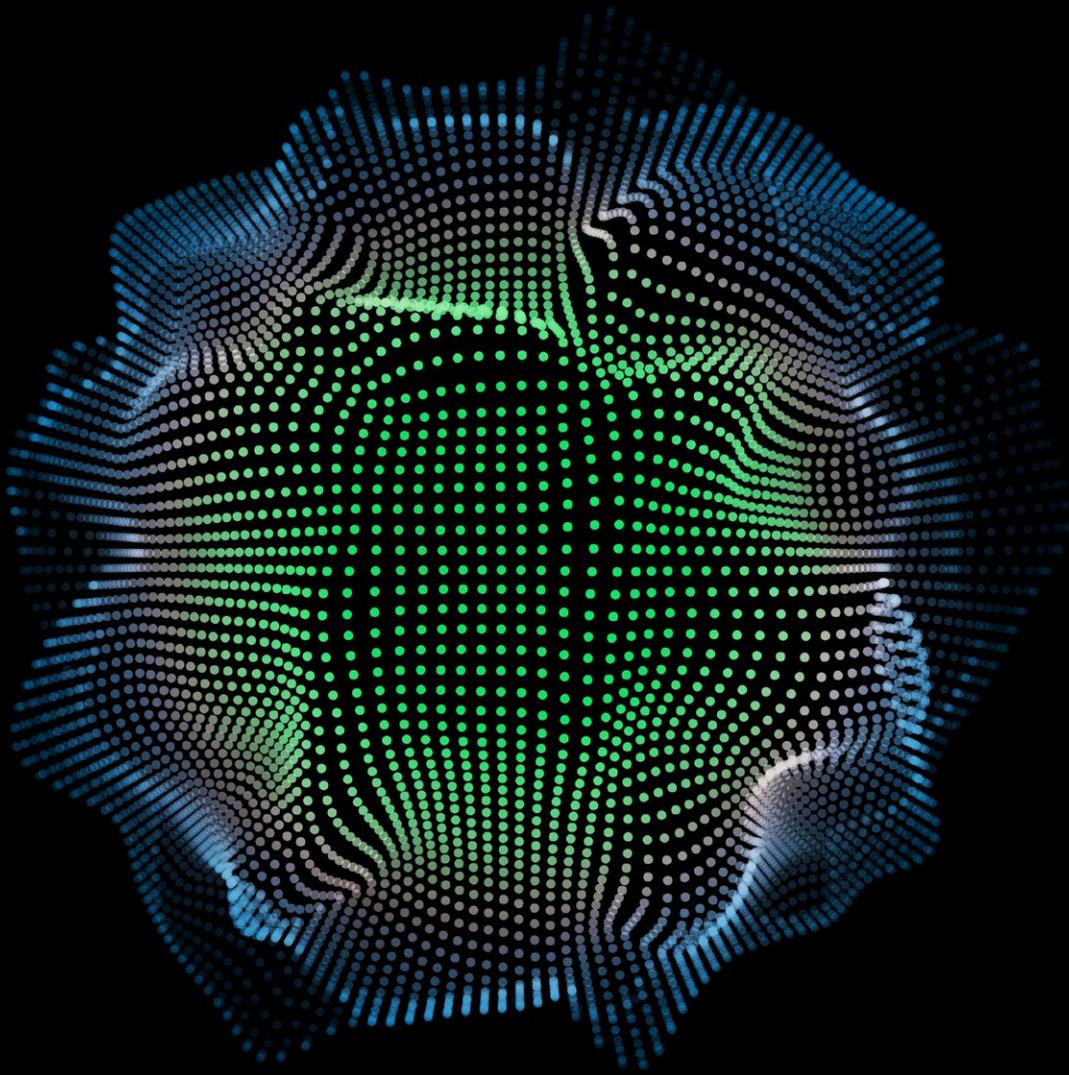
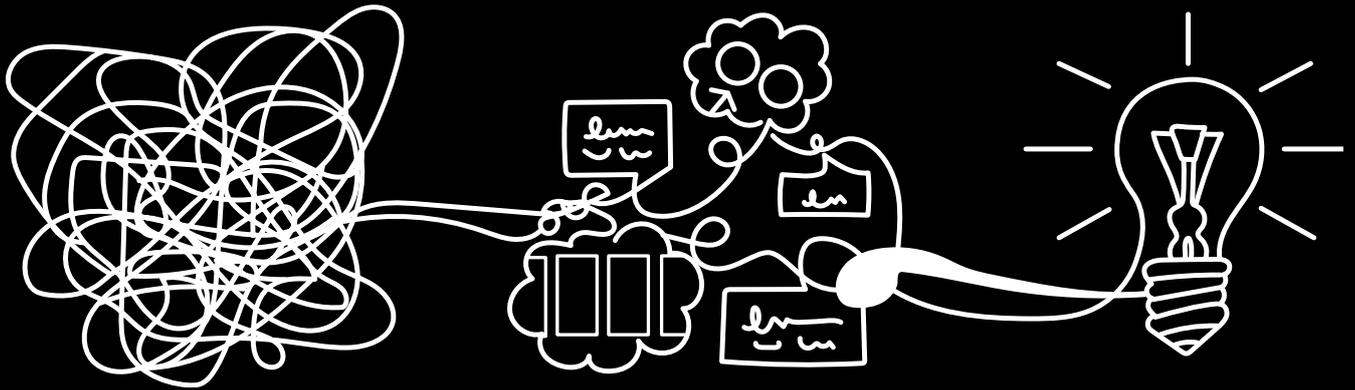


Deloitte.



The Executive Transition Lab at Deloitte
Powering your success



**One day, dedicated to you, to take a step back
and clarify your way to be successful**

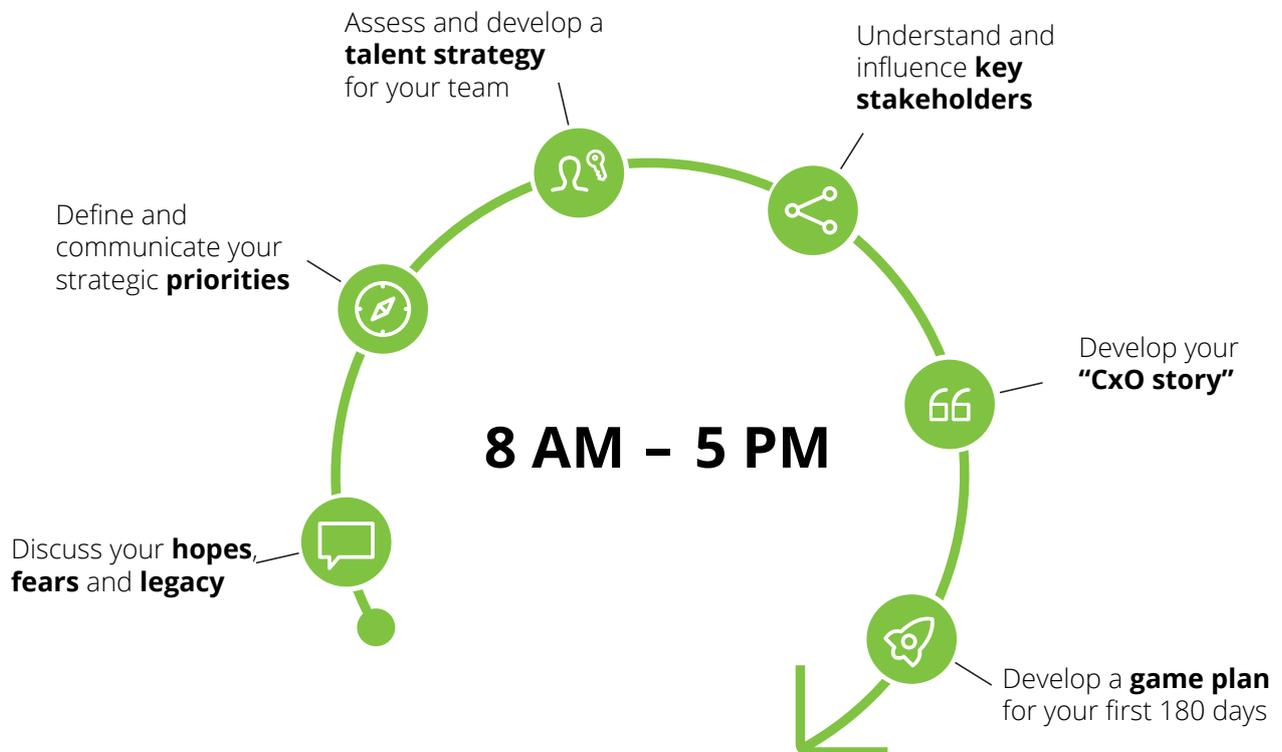
The Executive Transition Lab at **Deloitte**

“A single day to map the next six months of your journey”

Transitioning into a new executive role is often perceived as a **critical junction** in one’s career, with new challenges, uncertainties and demands.

The Executive Transition Lab at Deloitte is a **one day experience** that puts the Executives in the center to make sure they hit the ground running and thrive in their new roles. The agenda focuses on the three most important resources a leader must manage: **time, talent** and **stakeholder relations**.

The day is built around proprietary research Deloitte has done into executive transitions, and culminates in a **180 days action plan**. While each Lab is tailored to the Executive’s situation, many tend to follow the flow outlined below.



We offer this experience to the entire executive suite: CEO, CMO, CFO, CHRO, COO, CTaxO, CLegalO, etc.

"Make sure you take time to have conversations with your key business stakeholders on their priorities and concerns."

"Too often, the urgent crowds out the important."

"The shelf life of CxOs is very short these days."

"You have to take some people out fast, and make at least a few changes in the first three to six months. You need to make sure it's your team, and that your people are aligned with you."

"Unfortunately, I trusted progress reports on key initiatives at face value, only to find out there was far less progress than people represented."

"I wish I had communicated my key messages earlier and more consistently."

Quotes from others

Effective Transitions

The Transition Lab is based on **targeted research** and **interviews** with Executives who have previously navigated transitions. In more than 700 conversations conducted across EMEA and the US, Executives discussed the **challenges** they faced and **successes** they achieved during their first 180 days in the role, informing the Transition Lab structure and methodology.

A place built to ensure your success

Studying Executive agendas

The Lab is a **confidential** and **open space** where you can ask, ponder, and address questions that will affect your agenda. A day-long experience includes a series of tested exercises that emerged from deep one-on-one conversations with other leaders. In the Lab session, you'll explore time, talent and relationship landmines, and develop a "CxO Story" as well as a detailed plan for success in your first 180 days.

{The Lab Formula}



RESEARCH-BASED CONTENT

Frameworks built on empirical data, research, focused expertise, and cumulative learning from 1,500+ Transition Labs



HIGHLY TRAINED FACILITATORS

Business practitioners specializing in intervention, disruption, alignment, and consensus building



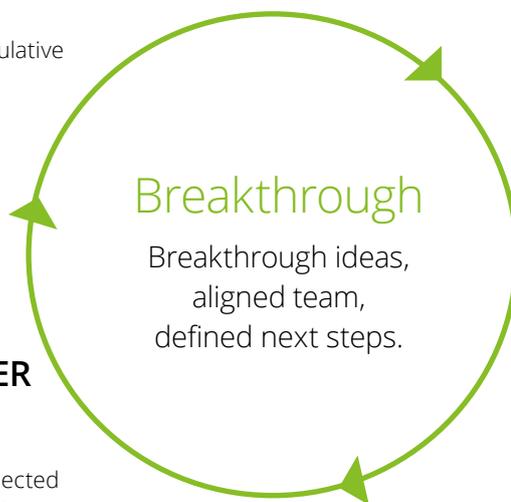
RELEVANT SUBJECT MATTER RESSOURCES

Diverse perspectives from experts selected because they know your challenge, industry or business



CUSTOM DESIGNED ENVIRONMENT

An intimate space built to spark conversation



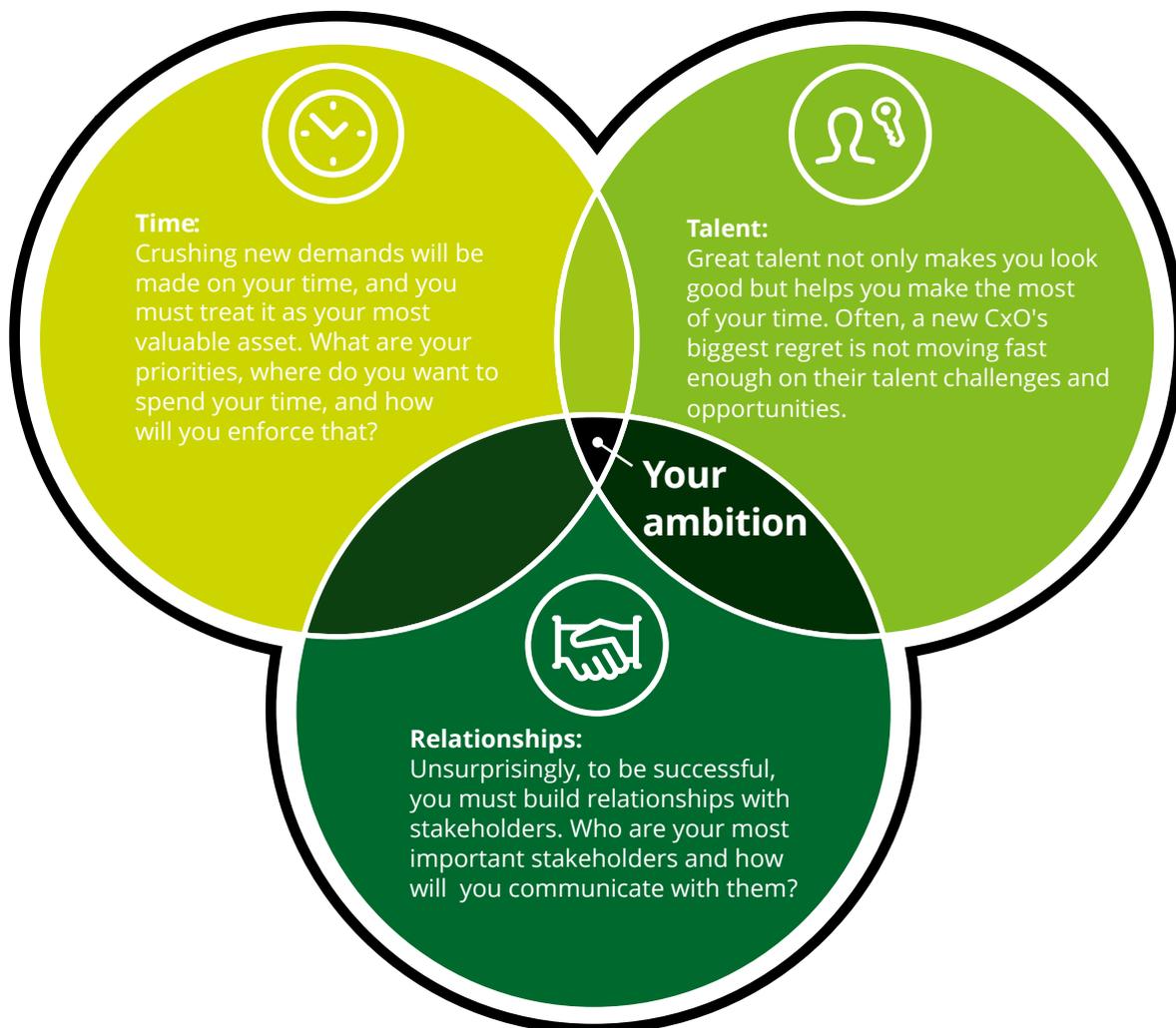
IMMERSIVE METHODS & EXERCICES

Exercises based on behavioral research and team dynamics, and on conversations with your people

An Executive's currency

Time, talent and relationships

From juggling unexpected demands to shaping the right team, **three issues** emerged in our research as clear drivers of success (or failure) in every transition:



Hopes, fears & legacy

Start with your aspirations



What do you want to be remembered for?

You want to leave a mark, and we begin the day exploring exactly how you'll do that. Along with defining your legacy, we'll examine your hopes and fears – as well as those of other stakeholders, like your CEO or your president of the board. The rest of the day will be geared around making your vision a reality.

Too often, the urgent crowds out the important, and the stuff that really matters gets placed on the backburner.

Carrying the leadership torch requires a long-term vision that keeps the business strategy in sight. It starts by aligning where you want to go with where the company needs to be. Then, decisions can be made about the priorities that will advance the larger vision, the vision for which you will be remembered.



The Four Faces Model

Consider where you spend time

2

The Four Faces Of Leadership

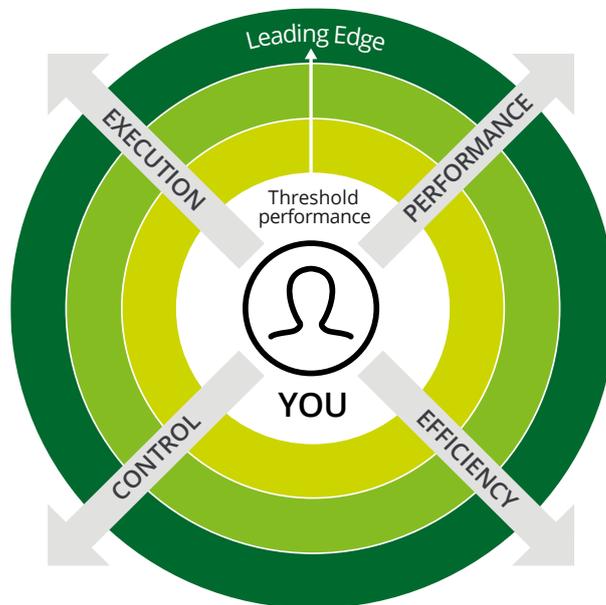
As a newly-appointed Executive, there will be endless demands on your time. The most successful Executives determine early on how to balance their time and energy across four critical roles.

CATALYST

As a CATALYST, you must encourage desired behaviors through culture, leadership, and management practices

STEWARD

As a STEWARD, you will protect and preserve critical talent, and renew skills to support future needs



STRATEGIST

As a STRATEGIST, you must lead your functional area, and then align the business strategy with your key performance criteria

OPERATOR

As an OPERATOR, you must balance talent, capabilities, costs and service levels to efficiently fulfill your function's responsibilities

Current vs. Future



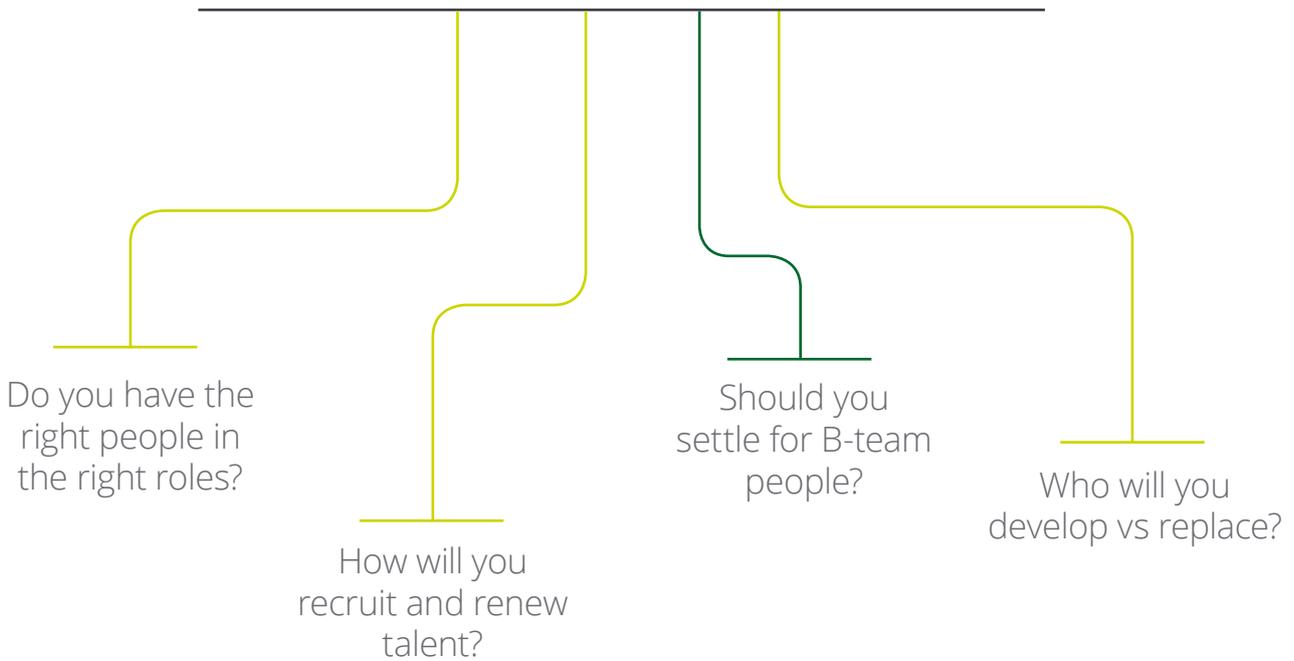
Your org chart

Assess team & talent issues



Getting to the heart of talent issues quickly is at the center of every transition success story. Figuring out the team members who will advance your priorities is critical and needs to occur in an unbiased environment. As you walk through the Lab, exercises will reveal when “A” talent must be applied to a priority and where “C” talent could become a liability.

What skills do you need to move your priorities forward?



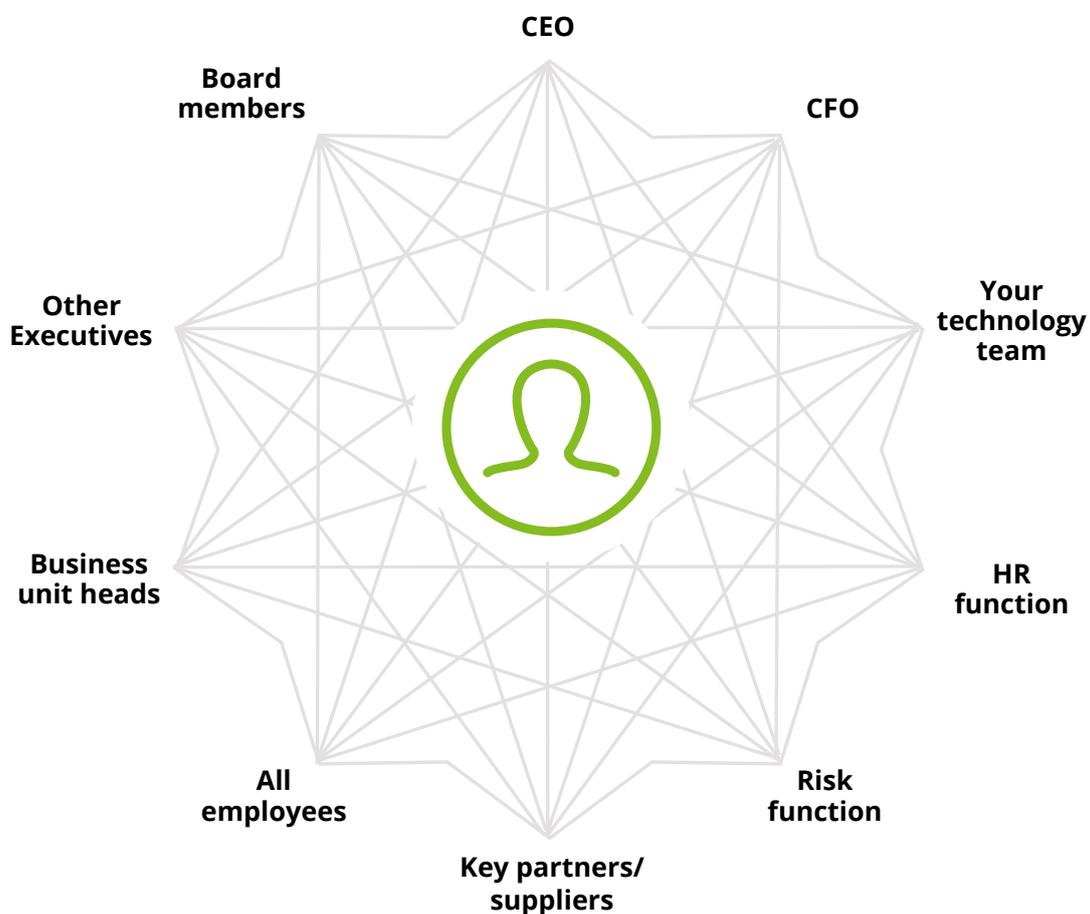
Assess confidence in each team member's ability to execute your vision.

Stakeholder analysis

Examine relationships & influence

4

From managing relationships with family to those with key stakeholders, your success will come from having a plan. Right away you want to connect to and establish relationships with people who matter, and then consider the major issues you'll be facing with them - and how you'll tackle them.



In this module, you will:

- Ask what critical stakeholders want, what they don't want.
- Brainstorm what strategies can be used to successfully influence.
- Understand differences in communication styles, and learn to adapt your communication to the personalities of various stakeholders.

Put it all together

Your 180-day plan



Moving from intent to action requires a plan

Your day-long session in the Lab is designed to culminate in the creation of a 180-day plan, custom built around your top priorities and the actions you identified on talent and relationships that are required to achieve those priorities.

The plan will be pre-populated with relevant organizational milestones. It will include early wins and issues that require urgent attention, as well as long-term priorities that are important to the success of the organization and your legacy as an executive.

Get started on your personal transition plan. Contact your Deloitte Partner or the Executive Transition Lab team at BeExecTransitionLabs@deloitte.com.



30



60



90



180



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