Effective Leader Transition Management

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AVP, Professional Staff Services
Ochsner Health System
Topic Objectives

• Dynamics of leadership derailment

• Identify the transition activities that have the highest impact

• Design a plan for managing all levels of leaders transitions
Dynamics of Leadership Derailment
Life Journey Passages

Empty Nester

Parent

Married Person

Single Professional

critical passage
critical passage
critical passage

critical passage
Shift points involve changes in ... skill requirements, time applications and work values

Critical Leadership Transitions

- **Sr Manager**
  - Emphasis on Strategic Decision Making
  - Responsible for P&L
  - Responsible for managing across business units or geographic locations
  - First time managing other managers
  - Emphasis on running multiple units
  - May manage across several teams within the organization

- **Middle Manager**
  - First time with responsibility for managing employees
  - May manage budgets
  - Emphasis on running multiple units
  - May manage across several teams within the organization

- **Frontline Manager**
  - First time with responsibility for managing employees
  - May manage budgets

- **Individual Contributor**
Derailment

- A leader who has been successful but fails to live up to his/her potential
  - External New Hires
  - Internal promotions
  - Individuals identified as “high potential”
Why Derailment Matters

• 64% of externally hired executives will not succeed in their new job
• 40% of new hired executives will derail within the first 18 months
• As many as 70% of new senior executives leave their position in 2 yrs

The Likelihood and Cost of Derailment is High!
Why Derailment Matters

- Engagement and Morale is low
- Low Performance
- Blocks Development/Advancement Opportunities
- Fewer Top Players attracted to join the organization
- High Performers leave the company
Why Do Leaders Derail?

Organizational Factors
- Poor “Fit” Selection
- Lack of Onboarding Process
- Lack of on-the-job Coaching
- Moving People too Fast
- Unrealistic Expectations
- Lack of Role Clarity
- Leaving in Role too Long
- Insufficient Feedback
- Overweighting Past Performance

Individual Factors
- Arrogance
- Poor Relationship Building
- Lack Emotional Intelligence
- Failure to develop their team
- Unable to work through uncertainty
- Failure to network
- Unable to navigate organizational politics
- Unable to give up reputation as technical expert
- Inability to Adapt
- Lack of Cultural Fit
TRANSITION RISK IS REAL (AND PAINFUL)

Source: CLC Learning and Development research; HR Leadership Council research.
What’s On Your Bumper Sticker?
Does your organization have programs in place to identify and rectify derailment behavior?

1. We do not have any programs
2. We have programs, but they are not standardized
3. We have programs, overall standardized, but they need tweaking
4. Our programs are so good I should be teaching this session
Transition Activities
START WITH THE ANSWER

Ochsner Leader Traits

Develops **EXPERTISE** in specific function or specialty using depth as a source of confidence to drive change

Energizes teams with precise **EXECUTION** to achieve goals... makes decisions and accepts accountability

Solves business problems as an **INNOVATOR** with a passion to bring new ideas and solutions

Constantly serves customers with **EMOTIONAL INTELLIGENCE** through collaboration and system thinking... aware of own self and others’ needs

Looks forward as a **VISIONARY**, proactively anticipating and clearly communicating before issues inflate
Use Assessments

• Multi-Rater Panel Interviews
• DDI Assessment
• Myers-Briggs
• Thomas-Kilmann Conflict Assessment
• 360
• Organizational Climate Survey
Self-Evaluation

Goal – Summarize your progress year to date. Include clear progress on employee engagement action plans, plans and projections for 5% cost/waste reduction, and personal development

Performance Summary and Goals & Objectives Worksheet Update

Challenges, New Focus Areas

Personal Development Plan Update

2012 Mid-Year Performance Evaluation Self-Summary

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Division/Department</td>
<td>Career Band</td>
</tr>
<tr>
<td>Immediate Manager</td>
<td>Doted Line/Matrix Manager</td>
</tr>
</tbody>
</table>

Performance Period Ending: June 30, 2012 Discussion: August 31, 2012

I. Performance - Self Assessment

Instructions: Using your Goals and Objectives Worksheet, answer the following to provide an update of your performance in the first half of the year. Please include where you are year-to-date with Employee Engagement Action Plans and Service Excellence (105, no venting).

A. Referencing your goals and objectives worksheet, summarize the progress towards goals which are exceeding or on target from Jan – June 2012:

B. Referencing your goals and objectives worksheet, identify goals that are creating a challenge for you in the first half of 2012, and identify any help you need.

C. Identify any new goals/initiatives which need to be prioritized in your current work for the second half of 2012. Also, summarize your progress on the 5% cost/waste reduction initiative (where you are at mid-year and your plans and projections for year-end).

II. Personal Development Plan Self-Assessment

Instructions: Using your Personal Development Plan worksheet, provide an update on the actions you have taken to develop yourself during the first half of 2012. Write in simplified bullet format, categorizing by development area or Leader Trait.

A. Summarize progress from your personal development plan.
Leader Evaluation

Goal – Provide guidance on progress on the imperatives noted in the goals and objective worksheet year to date, as well as new goals to accomplish by year-end.

Performance Evaluation and Goals & Objectives

New Focus Areas

Personal Development Plan

Feedback

2012 Mid-Year Performance Evaluation
Leader Assessment

Direct Report’s Name
Division/Department
Direct Leader’s Name
Career Band
Matrix Manager
Performance Period Ending: June 30, 2012
Discussion: August 31, 2012

Direction of Progress

| Trend Upward |
| Steady       |
| Trend Downward |

Direction of Progress indicates how the leader is trending from their prior year evaluation, intended to give an indication of progress and/or development needs. Select and copy the corresponding box.

I. 2012 Mid-Year Leader Assessment

Instructions: Using your direct report’s self-assessment form as a guide, answer the following to provide an assessment of their performance in the first half of the year.

A. Comment on the leader’s performance summary and goals and objectives for the first half of 2012, including progress on the imperatives (e.g., financial, quality, people) in their goal and objective worksheet. Use a narrative format.

B. What new/enhanced areas (updates on goals/plan) does the leader need to accomplish by year-end 2012? Address and provide guidance on 5% cost/waste reduction strategy. Use a narrative format.

C. Please indicate the status on your leader’s progress toward their personal development plan and any recommendations for focus by year-end. Use a narrative format.
## Rating Guidelines

### Job Specific Standards

<table>
<thead>
<tr>
<th>Rating</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division, group or organization</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>Consistently generates results above those expected of the position. Contributes in a superior manner and is recognized by others</td>
</tr>
<tr>
<td>Achieves Expectations</td>
<td>Good performance, fulfilling requirements and may on occasion generate results above those expected of the position</td>
</tr>
<tr>
<td>Improvement Expected</td>
<td>Performance leaves room for improvement. Either performance level declined or has not shown significant improvement during the rating period</td>
</tr>
<tr>
<td>Unacceptable</td>
<td>Lowest performance level, clearly less than acceptable and well below minimum standards. Situation requires immediate review and action</td>
</tr>
</tbody>
</table>
Rating Guidelines
Behavioral Guidelines

<table>
<thead>
<tr>
<th>Rating</th>
<th>General Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>Build others’ ability to demonstrate behavioral expectations (e.g., through creating new ways of working, coaching, training, and encouragement)</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>Acts as a role model in demonstrating behavioral expectations</td>
</tr>
<tr>
<td>Achieves Expectations</td>
<td>Actively involved in meeting behavioral expectations as an individual</td>
</tr>
<tr>
<td>Improvement Expected</td>
<td>Occasionally fails to demonstrate expected behavior</td>
</tr>
<tr>
<td>Unacceptable</td>
<td>Consistently fails to demonstrate expected behavior</td>
</tr>
</tbody>
</table>
OHS Leadership Talent Review Overview

Expanding talent ownership and organization development

Strategy, Outlook, Organization

9-Block

Initiatives

Succession, Retention of Key Talent

Best Bets, Pipeline,

Comprehensive approach drives OHS to world-class
Analyze Derailment Dynamics

Turnover % 2012 (YTD)

- **OLI**: 97.8% (2.2% turnover rate)
- **Non-OLI**: 90.1% (9.9% turnover rate)

= Turnover rate
Anticipate and Manage Transition Challenges

• Provide comprehensive onboarding support to those hired and promoted

• Best time to focus on development
  – Before they are promoted
  – Right after they move into their new roles
Transition Plan
Onboarding our New Leaders

Pre-Onboarding
- Welcome New Hire Website
- Benefits
- HR Forms
- New Leader Checklist
- Contact List
- Virtual Tour
- Executive Welcome
- Segmented Modules

GuideSpark

Orientation
- NLO
  - Pre-Work; HR systems
  - Exec. Welcome, Mission/Vision/Strategy, Service Culture, Talent Mgmt, Compensation, Regulatory Compliance
  - Community of Practice
  - SharePoint site

Corporate Onboarding Activities
- Informal
  - New Hire Affinity group
  - Executive Briefings (Quarterly)
  - New Leader Forums with C-Suite/Hot Topics (Monthly)

Local Onboarding Sessions
- Action Learning
  - Local assimilation workshops
  - Customizable Learning Plan
  - Professional Skills
  - Community of Practice
  - Online learning log

Measure
- Evaluation
  - NPS
  - Retention
  - Performance Reviews
  - # of ee developed

Individual Growth as a Leader and Measurable Organizational Impact
### Timeline of Key Onboarding Activities

**Pre-Employment**

**Pre-Hire:** Send introductory job information via Guidespark ahead of start date.

**Pre-Hire:** Hiring manager uses onboarding checklist to build onboarding agenda.

**First Year of New Leader's Employment**

**Day One:** New leader meets with one-over to review onboarding agenda. Individual is introduced to buddy.

**First 30 Days:** New leader attends NLO to begin networking with other new leaders. Meets with one-over and his/her own direct reports for one-on-one meetings. Meets with buddy for one-on-one meetings.

**By Day 30:** Individual creates a learning and development plan with his or her manager based on input from selection process and early career interests. This learning plan may include a combination of Professional Skills classes, SLP, and/or OLN e-learning. Leader completes onboarding survey.

**By Day 90:** Individual meets with his or her manager for 90 day initial performance evaluation on meeting performance goals and objectives. Leader attends Quarterly Executive Summary.

**Days 30–90:** New leader begins to have a variety of experiences exposing him/her to the different stakeholders. Leader attends New Employee Culture Day. HR hosts assimilation process within leader's department. Leader attends monthly Hot Topic Forums for continuing education and networking opportunities.

**By Six Months:** New leader takes second onboarding survey. New leader meets with one-over for 6 month Evaluation Process.

**Quarterly:** Organization holds quarterly Executive Briefings for New Leaders, attended by all new management hires, the CEO, and members of the senior executive team.

**Day 365+:** One year anniversary celebration within department. Leader meets with one-over for Annual Performance Evaluation.
Sharepoint NLO Site

Tools & Checklists
- New Leader Checklist
- Facility Contact List
- System Access List

Job Aids & OLN Training
- Kronos
- Match
- Lawson
- Performance Evaluations
- SOS
- Red Carpet Experience
- Patient Satisfaction

Additional Resources & Post Work
- New Leader Forum for networking
- NLO Calendar
- Professional Skills Calendar
- Learning Plan for Leaders
- Slide decks from NLO
Welcome New Leaders!

Use this site to navigate your New Leader Onboarding Experience.

Latest News

- New Leader Orientation coming up on Nov 9th...
- Project Management class available Nov 5th...
- Employee Engagement Surveys opened on September 10th...

New Leader Resources

- Orientation Info
  • New Leader Checklist
  • Calendar
  • Pre-work
  • Post-work

- Calendars
  • Orientation
  • Hot Topic Forums
  • Professional Skills
  • SLP

- Onboarding Toolkits
- Kronos Training
- MATCH Training Guides
- Red Carpet Experience Training
- S.O.S.
- Ochweb
- Policies & Procedures

- System Access List
- Facility Contact List
- New Leader Profiles

- OLI Class Catalogue
- OHS Acronyms
- OHS Dictionary
Danielle Lombard-Sims, SPHR
AVP, Professional Staff Services

Reports To
Bobby Rodwig, MD, Medical Director

One Over
Joe Bisordi, MD Chief Medical Officer

Department/Location
Professional Staff Services, OMC Jeff Hwy

Contact Information
Dlombardsims@ochsner.org
504-842-5781

External Hire or Internal Promotion
External Hire

Education & Certifications
• M.S. degree in Management from Indiana Wesleyan University.
• M.S. degree in Industrial/Organizational Psychology from Purdue University
• B.S. in Psychology and Business Administration from Spring Hill College.
• SPHR Certification

Current Role Responsibilities
• Danielle is responsible for the strategic operation of the Professional Staff Services Department

Previous Experience
• Danielle comes to Ochsner with 3 years of previous healthcare experience, 12 years of management experience, and 17 years of Human Resources Experience in Organizational Development, Talent Acquisition, HR Operations and Production, Change Performance, and Benefit Administration.
• Holds several board memberships to organizations such as SHRM, New Orleans Workforce Investment, and the Louisiana Diversity Council
• Teaches SHRM certification courses online at Southern New Hampshire University, and undergraduate and graduate level HR courses at DeVry University and University of Phoenix.
Critical Role of the New Leader’s Manager

Role #1: Getting Yourself Ready
- Your Knowledge of Your Expected Role
- Your Knowledge of Your Transition-Management Responsibilities
- Your Knowledge of Your Success Measures

Key Activities

Role #2: Foundation Building
- Establishing a Healthy Relationship
- Setting Realistic Performance Expectations
- Your Knowledge of the Newly Promoted Manager’s Responsibilities

Key Activities

Role #3: Transition Coaching
- Coordinating with the Previous Manager
- Your Knowledge of the Transition-Planning Process
- Creating a Transition Plan
- Determining Pre-Transition Learning Activities

Key Activities

Role #4: Transition Champions
- “Retiring” Previous Assignments
- Your Knowledge of the Best Development Opportunities

Key Activities

Starting on Day One? You’re One Day Too Late.

Source: CLC Learning and Development research; HR Leadership Council research.
New Leader Assimilation

Leader Questions
1. What do you already know about the team?
2. What would you like to know about the team?
3. What is the team doing well at? Not well at? Should they start doing more of?
4. What are your expectations for the team?
5. What does the team need to know about you as their manager?
6. What are the major challenges the team will face over the next year?
7. What specific suggestions do we have for overcoming these challenges/problems?

Team Questions
1. What do you already know about the leader?
2. What would you like to know more about the leader?
3. What does the leader need to know about the team?
4. What do we want most from the leader?
5. What should the leader, stop doing, start doing, or continue doing?
6. What are the major challenges/problems the team will face over the next year?
# Action Plan

2010 Actions for after session:

<table>
<thead>
<tr>
<th>Development Area</th>
<th>Actions/Owner</th>
<th>Timing</th>
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</thead>
<tbody>
<tr>
<td>1. XXXX</td>
<td>1. XXX (owner(s))</td>
<td>Mar 31</td>
</tr>
<tr>
<td></td>
<td>2. XXXX (owner(s))</td>
<td>Feb 28th</td>
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<tr>
<td>2. XXXX</td>
<td>1. XXX (owner(s))</td>
<td>Mar 31</td>
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<tr>
<td></td>
<td>2. XXX (owner(s))</td>
<td>Immediate</td>
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<tr>
<td>3. XXXXX</td>
<td>1. XXXX (owner(s))</td>
<td>Jan 4</td>
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<tr>
<td></td>
<td>2. XXXXX (owner(s))</td>
<td>Jan 6</td>
</tr>
<tr>
<td></td>
<td>3. Xxxxx (owner(s))</td>
<td>Jan 8</td>
</tr>
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</table>

Leader shares feedback and actions with immediate manager max. 3 weeks following the session
The Next Learning Framework

10% FORMAL LEARNING
- Physical Classroom
- Virtual Classroom & Webinars
- Self Paced Web Based Training
- Online assessments
- Planned Learning

90% INFORMAL LEARNING
- Social Networking & Expert directories
- Micro-sharing & TweetChats
- Social networking & Micro-sharing & Interactive video
- Innovation and crowdsourcing
- Gaming & simulations
- Online communities
- Co-create with Wiki’s
- Publish and feedback on blogs
- Podcasts and e-books
- Job aids & epss
- Learning apps
- Learning Videos
- e-courses & recorded webinars
- Career moves & assignments
- Special projects
- Feedback
- Coaching & mentoring

Spontaneous Learning On-The-Job

2010 Next Learning Unwrapped, Nick van Dam
But Enough About Us

• What are your organizations doing to effectively transition your leaders?
Preventing Leader Derailment

• Articulate success factors and derailers

• Assess talent regularly

• Analyze derailment dynamics

• Anticipate and manage transitions
What Questions Do You Have?