

TAKING CHARGE

The Three Waves of Change™ Quarterly Newsletter

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McKinsey & Co. Study Shows the Need for Skilled Support for C-Suite Executive Transitions

McKinsey and Company surveyed 1,195 C-Suite executives in 2014 from around the world about their recent experiences of transitioning into a new C-Suite role. The results were published in the April, 2015 edition of *McKinsey Insights*. The self-reported, disturbing failure rates and the general inadequate support for their effective transitions are highlighted here.

Disturbing Failures to Meet Expectations

- Nearly 50% reported that they were not successful at aligning others around their initial objectives.
- More than 33% admitted that they had not successfully met their overall objectives for the role.
- “Changing the current culture” was rated “somewhat difficult” to “very difficult” by 79% of the external hires and 69% of those promoted from within.

Few Organizations Offer the Necessary Support

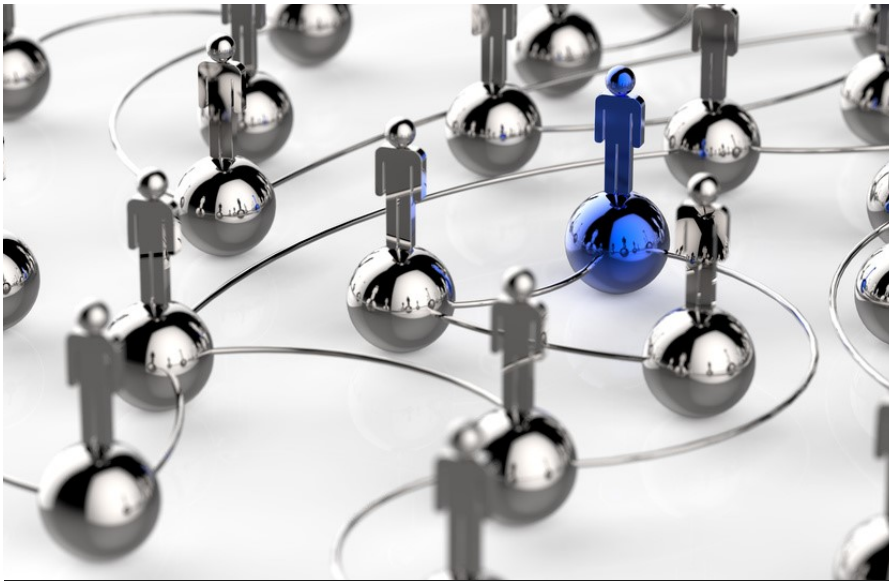
- Few organizations have established internal capabilities or ownership for the transition process.
- Only 27% reported that their organizations had the right program or resources available to support their transitions.
- Support has a role to play: Those reporting successful transitions were twice as likely as all others to say they received company support.



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Guiding Senior Executives to Effectively Take Charge in New Leadership Roles



Mapping the Formal and Informal Stakeholder Networks

Shifting from Casual to Disciplined Stakeholder Management

Many senior executive onboarding programs are the business equivalent of “speed dating.” In addition to being relatively superficial, they typically follow the hierarchy of the formal organizational reporting structure. After the preliminary introductions, the transitioning senior executive is left to decide which stakeholders she needs to learn from and build credibility with first.

The First Level of Discipline

Over the past 12 years, Wiznami consultants have been designing, field testing, and refining tools to assist senior executives in their transitions. The first level of increased discipline is for the executive to use a stakeholder analysis tool to collect insights into the most powerful stakeholders who can enable or disrupt the new executive’s attempts to introduce constructive changes to improve the organization’s performance. The apparent motives, agendas, and most effective tactics for influencing these stakeholders are systematically evaluated and tested.

The Second Level of Discipline

Once the transitioning executive has established initial credibility with her team, she can utilize and leverage her immediate team and inner circle to develop a team-wide common stakeholder analysis and management process. Individual team members are assigned to focus on specific stakeholders, gather intelligence about those stakeholders, identify the informal opinion leaders who influence them, and coordinate on multi-point influence strategies by the team.

The Third Level of Discipline

When resistance to change is stronger, more pervasive, and involves more people than first anticipated, what can the transitioning executive’s team do? What if you had a tool that could map the otherwise invisible informal network and where support and resistance were emanating from? Organization Network Analysis (ONA) is a tool we will discuss in future newsletters and blogs.

“I utilized Gary to assist me in assimilating into a new organization after a prolonged overseas assignment. Gary provided a practical framework to follow in the assimilation process along with a Stakeholder Map to structure the transition and insure appropriate coverage of key individuals.”

Frank Finn
Chief Operating Officer
McCain Foods, USA
2007

(now President, McCain Foods, USA)



Frank Finn

The Lonely Journey of the Executive as Change Agent

Gary Myszkowski, Ph.D. publishes articles, ebooks, and blog entries that may be of interest to senior executives entering a new role. Whether by internal promotion or by entry from the outside, many of the transition challenges facing new senior executives are similar when it comes to managing the expected changes necessary to improve business performance.

You can find links at the Wiznami.com website for these and other **Three Waves of Change™** downloadable ebooks, videos, and audio files.



How an Experienced Executive Coach Can Help

Whether you select yourself or others select you into a role to lead significant business change, you have just entered one of the loneliest roles you will ever perform. You will always be leading from the front wondering how much of a "following" you really have, especially when things don't go as planned. The typical probability of 60%+ failure rates of attempted large scale organizational changes is against you.

The root causes of the business problems you are addressing probably include resistance that is more wide-spread, intractable, and involve more stakeholders than you first imagined. You will be daunted by the 3 AM pangs of uncertainty of whether all of these changes you are implementing will, in fact, work. Your sponsors will be impatient, nervous, and have unrealistic expectations for what can be accomplished, with what resources, and within what time lines. Their support will also waver when faced with the inevitable collateral damage typical of significant change. And when you are in the maelstrom of moving parts and tentative allegiances, you will often be unclear as to which levers for change no longer require your attention, and which levers you need to pull next.

A seasoned executive coach with expertise in leading and managing large scale change can serve as an important "guide from the side" to avoid many of the inevitable landmines and help you employ the best levers to accelerate change. The executive coach's independence and singular commitment to your success, combined with their expertise, can provide a source of clarity and priorities in helping you assess each situation, explore alternatives for influencing others, and move the change process forward. They bring frameworks, tools, and an ability to draw out your best thinking and leadership skills. You bring growing knowledge of, and intimacy with, the business, its processes, its culture, and its stakeholders. If successful, your relationship with the coach becomes a partnership.

<http://advancedexecutivecoaching.blogspot.com/>



Contact Us

Give us a call for more information about our Three Waves of Change services and products

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Or search for the key words:

Three Waves of Change

The Three Waves of Change™ Downloadable Toolbox is Coming

Ask Your Three Waves of Change® Executive Coach Services Provider

To complement the senior executive onboarding and transition coaching and consulting services, Wiznami Inc. will soon be offering an online toolbox of processes, practices, and frameworks to assist the executive in specific transition challenges.

Example: The Three Waves of Change Stakeholder Management Tool

This tool provides a framework and process for mapping out key stakeholders, those that influence those stakeholders, and documenting the perceptions of each stakeholder's basis for support or resistance to your proposed changes.

The tool allows the transitioning executive and her inner circle of team members, to plan and implement influence strategies.

Note: These tools are not sold separately and require the engagement of a Three Waves of Change® coach.

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