



KEY SOLUTIONS FOR MAXIMUM PERFORMANCE

Case Study: Easing Management Transition

Problem

A division of a multinational healthcare software development company had just hired a new manager. This was the division's third manager in the last two years. In addition to multiple management changes, the team composition had changed several times during the previous 2 years.

The leadership team of this division was suspect of the new manager coming onboard and also tentative of the chances of further change that could occur.

The first goal of the new manager was to get the trust of his/her direct reports. The second goal was to open communication channels while at the same time getting the team engaged in the strategic priorities.

Solution

The company brought in Unlocked Potential to conduct an Accelerated Leadership Assimilation within the new manager's first 30 days. The Accelerated Leadership Assimilation is designed to shorten the amount of time that it takes to transition a new manager from 3-4 months of one on one meetings to 1 day. The rationale for conducting the process early was to get the communication channels open, critical issues discussed and the new manager brought up to speed on the strategic priorities.

The crucial factor to being an effective assimilation exercise for the team and the manager was having a resource from outside the company facilitating the process. This provided an open environment for all participants. If an internal resource was chosen to facilitate this process, people would have felt constrained and the most critical issues not have been communicated.

Before the program, Unlocked Potential sent out a short questionnaire to establish a baseline for the team in the areas that were going to be discussed in the assimilation process. The same questionnaire was distributed after the Accelerated Leadership Assimilation process to assess two issues. Number one was to see what areas needed to be followed up on as part of the ongoing assimilation. The other issue was quantifying the ROI and the value obtained by conducting the process.

During the first part of the program, the facilitator spent time with the team facilitating a number of questions. The manager was out of the room during this time.

The questions were:

1. What do we know about the new manager?
2. What are some things that we do not know about the new manager, but would like to?
3. What are our concerns about this person being our manager?
4. What do we want from the new manager?
5. What does the new manager need to know about us as a group?
6. What should our priorities be at present?
7. Given these priorities, what are the major obstacles?
8. What recommendations does the team suggest to overcome the obstacles mentioned above?

After the team processed out the above questions, the new manager came back to the group to address the team's responses and questions.

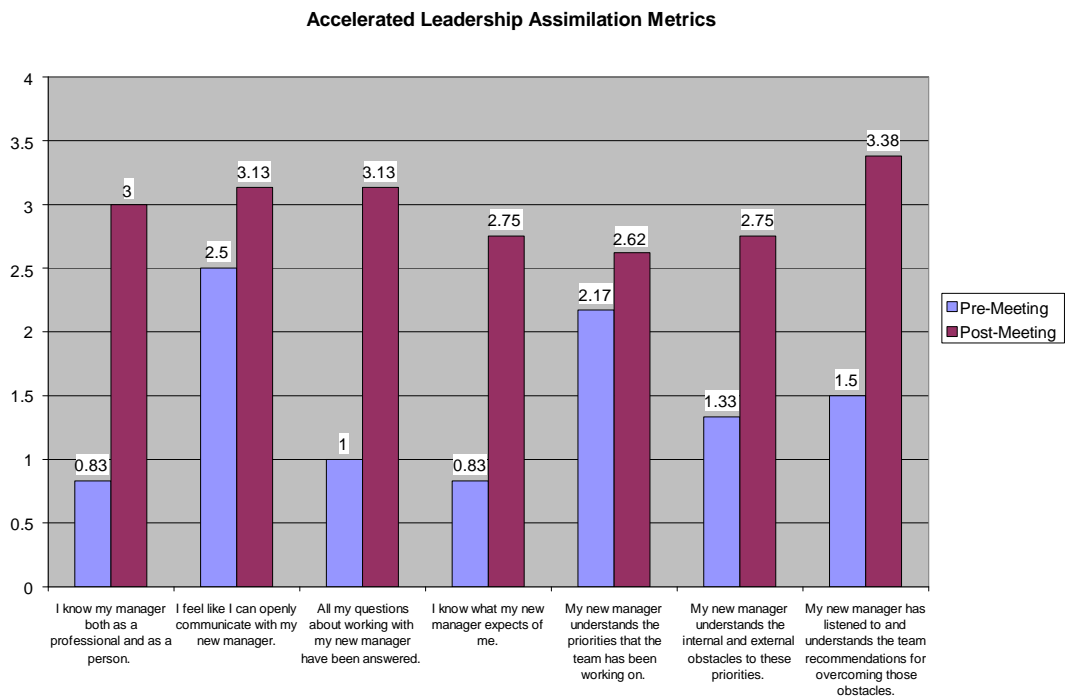
Results

The average rating for each of the pre-meeting survey statements were compared to the average rating for each of the post-meeting survey statements. The two surveys were identical and reflected the perception of the team in each of the areas that was addressed in the assimilation process.

The following statements were rated on a 1-5 scale in the pre and post meeting surveys:

- I know my new manager both as a professional and a person.
- I feel like I can openly communicate with my new manager.
- All my questions about working with my new manager have been answered.
- I know what my new manager expects of me.
- My new manager understands the priorities that the team has been working on.
- My new manager understands the internal and external obstacles to these priorities.
- My new manager has listened to and understands the team's recommendations to overcoming these obstacles.

The following table compares the average rating of the statements in the pre-meeting survey as compared to the average rating of the statements in the post-meeting survey:



The average rating comparisons displayed above translates into the following percentage increases in responses pre vs. post-meeting:

- Question #1 - +261%
- Question #2 - +24.8%
- Question #3 - +212%
- Question #4 - +231%
- Question #5 - +20.7%
- Question #6 - +106.7%
- Question #7 - +125.3%

The Accelerated Leadership Assimilation process resulted in sizable increases in the all of the survey statement ratings. This indicated that the team was more comfortable with the new manager, critical issues were resolved and the team more likely to be fully engaged earlier in the attainment of strategic priorities.

The two questions that had modest increases can be tied to the short period of time that the team has been with the new manager. As time goes on, the team will feel more comfortable.

Another Accelerated Leadership Assimilation session will be held at the 90 to 120 day mark. Continued tracking of the metrics should show improvement in the key indicators.

To find out more about Accelerated Leadership Assimilation and to register for The High Performance Newsletter, send an email to mparbus@Unlocked-Potential.com or call (919) 622-9123.