

# STRATEGIES SHOP TALK

Newsletter of Organizational Effectiveness Strategies: Winning Through People

## Succession Planning/Career Pathing



### From The President's Desk

Suzanne M. Miklos, Ph.D.

**T**he number of executives retiring over the next five years is staggering. As the boomers prepare to exit the workforce in massive numbers, the next generation of leaders, much smaller in mass, needs to be prepared to take the helm.

Many companies are facing the challenge of developing new leaders in a complex time. Generation Y leaders will, in some small and some significant ways, operate differently than their predecessors. They tend to have their own leadership styles and expect different things from their work environment. The importance of emotional intelligence in the workplace, to me, is partially an illustration of the increased sophistication we expect of our leaders. Many have not been prepared for this in their formative career years. Work styles differ as well. Younger executives may be less comfortable delegating to an assistant but more comfortable using technology to do their own work.

For most organizations, there have not been a sufficient number of leaders developed to fill all of the projected openings. Yet when we hire externally at very senior levels, there is a 30-50% chance that the new executive will be gone in two years or less. This is in part because new leaders are chewed up by cultures where having a strong network of peers is critical to success; also in part because the leaders themselves aren't supported to navigate a new system.

The other critical piece of this puzzle is the relationships that result in knowledge between the current and the future leaders. The loss that occurs when both groups of leaders are not

connected in a positive and mutually satisfying relationship will affect the bottom line.

The actions need to include assessment and development of upcoming leaders with feedback and mentoring from current leaders.

There is an exciting "burning platform" that creates the pressure for strategic, long-term solutions. While some say that we have started too late, the time is right to think and act to build a bridge to the future of our organizations.

For more information, see our new white paper at [www.oestrategies.com](http://www.oestrategies.com).





# Bringing in New Managers

## Supervisor's Corner

Venette Koumbis and Beth Grefe Linderbaum

**W**hen bringing in new hires, it is important to consider how these individuals will be socialized to ensure a smooth integration into the new culture. The socialization process is critical for gaining knowledge about performance proficiency, people, politics, language, organizational goals, and history. Research shows that proactive socialization of newcomers can facilitate greater learning and compensate for unmet expectations. There are number of practices organizations can adopt to facilitate a smooth integration of new hires into a new organizational environment [Based on Downey, D., March, T., & Berkman, A. (2001). Assimilating new leaders: The key to executive retention]

### *Stage 1: Anticipating and Planning*

During this stage, new hires speculate about what the new role entails and begin planning the steps to become effective. To provide support in this stage, the organization should provide the hire with additional information regarding the position requirements and offer to answer any questions. Key stakeholders should be kept informed about the hiring decision to help prepare them for the arrival of a new leader, and the outgoing leader should be encouraged to provide support (in some cases it may be appropriate to foster a relationship between the new and old leader).

### *Stage 2: Entering and Exploring*

This stage represents the first thirty days to nine months when new hires adjust to the new organizational context. During this time, organizations should provide basic orientation information to help the new hire understand the organization's strategy, structure, people, and processes. In addition, a new leader

assimilation meeting should be conducted in order to create an environment in which the new leader and team members can voice their concerns and begin to build relationships.

### *Stage 3: Building and Contributing*

During this stage, new hires engage in the bulk of team building, knowledge-gathering, and networking required to develop effectiveness in the new role. During this stage clashes with the organizational culture and/or interpersonal conflicts may block successful integration.

Performance reviews or 360-degree feedback, formal or informal mentoring/coaching relationships, and training/development programs can provide the new hire with feedback to help them adapt to the new culture. Providing opportunities for team building and networking can help build important relationships.

**Our Consultants are Certified in Several Emotional Intelligence (EI) Tools...**

**Jody Wheaton is certified in Emotional Competence Inventory.**

**Suzanne Miklos is certified in BarOn EQi.**

*“Let us help your leaders grow.”*



# Supervisor's Corner continued

## Stage 4: Deepening and Strengthening

By this stage the new hire is able to function effectively in their new role, navigating influence networks and achieving goals. However, assimilation should be an ongoing activity throughout the leader's career. Organizations should provide ongoing feedback and developmental opportunities to the manager, and in turn, the leader should continue to navigate new relationships.

### Conclusion

Actively socializing new employees is not an easy undertaking. It can be particularly difficult when individuals are entering drastically different cultures where previous approaches may be ineffective. Using the strategies described above will help you effectively integrate and retain new talent.

*For a full version of this white paper and other white papers, please visit our website at [www.oestrategies.com](http://www.oestrategies.com).*

## FUN AT WORK!!! Try Boardroom Bingo!

Do you find meetings a bit of a bore?

Keep falling asleep?

Here's a way to change all of that...

1. Before (or during) your next meeting, seminar or conference call, prepare yourself by drawing a square, dividing the card into columns - five across and five down.
2. Write a term of your own in each block OR use the box provided below.
3. Check off the appropriate block when you hear one of those words/phrases.
4. Find a few comrades and agree on a bingo signal, utterance or fake sneeze "bingo."
5. When you are the first to get five blocks horizontally, vertically, or diagonally, use your signal, and you've won!

You may find that your attention span is greatly improved.

If caught, perhaps you'll be canned or maybe they'll learn to talk normally.

<b>B</b>	<b>I</b>	<b>N</b>	<b>G</b>	<b>O</b>
Check the box	End of day	Bottom line	Resonates	Vision and values
Team player	No-brainer	Proactive	Win-win	Paradigm
Stakeholder	Reinventing the wheel	<b>Free</b>	Value added	Milestones
Drill down	Metrics	Trickle down	Core business	Best practice
<i>Any Latin word</i>	Enablers	Generic	Tactical	Knowledge brokering
<b>B</b>	<b>I</b>	<b>N</b>	<b>G</b>	<b>O</b>



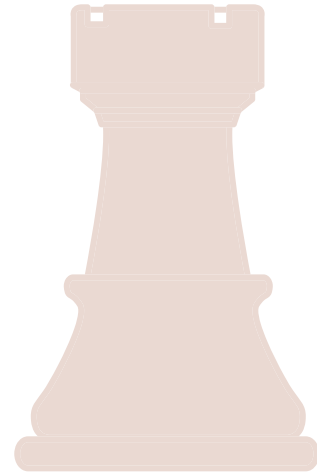
# Book Review

The Five Temptations of a CEO: A Leadership Fable  
Author: Patrick Lencioni

Rereading *The Five Temptations of a CEO* provides a nice “check up” on executive effectiveness. As the New Year arrives, it is striking how true these five temptations still ring. They are not about character as much as traps that each one of us may be vulnerable to based on our own personal dreams and fears.

Check up: which temptations are you faced with?

1. Pride in position rather than company achievements
  - Lack focus on company results
2. Need to be liked by employees
  - Lack of accountability in your staff
3. Afraid to be wrong or choose the wrong option
  - Lack of clear focused direction
4. Desire for personal harmony as a leader
  - Lack of productive conflict
5. Fear of vulnerability
  - Lack of trust and problem solving in the organization



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