Building Leader Confidence in Transition: We Can’t Do It Alone

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Presenters

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Objectives

- Understand the importance of supporting leaders during transitions
- Describe the business case of actively managing leader transitions
- Distinguish practices based on leader life cycle events
Poll Question

Which of these describe you:

- I’m currently in transition (new role, new institution)
- My leader is in transition
- My organization has multiple transitions
- None of the above. Just learning.
What happens when a leader does not successfully transition into a new role or new institution?
Poll Question

What percentage of new managers fail within 24 months of their new role?

- 10%
- 25%
- 47%
- 60%

Source: CEB Global, 2022
“Transition failures happen because new leaders either misunderstand the essential demands of the situation or lack the skill and flexibility to adapt to them.“

- Michael Watkins, *The First 90 Days*
Setting the Stage: Definitions

**Leader:** anyone expected to actively advance your institution and its mission

**Transition:** any different expectation for an individual; may include a change in role, change in responsibilities, change in leadership level, change in institution … and the list goes on

**Leader Self Efficacy:** an individual’s confidence in their ability to lead others (Dwyer, 2019)
Leader Self Efficacy

Leader Self Efficacy: an individual’s confidence in their ability to lead others (Dwyer, 2019)
Poll Question

How long does it take for a leader new in role to be fully acclimated at your institution? (Assume they are not new to your institution.)

- 3 months
- 6 months
- 1-2 years
- Greater than 2 years
New Leader Efficacy Building in Phases

- Pre-Hire
- Selection
- Onboarding
- Orientation
- Check In
- Ongoing
Strategies & Tactics

Chat: What tools might you utilize to support a potential leader during pre-hire/selection?

- Individual
- Others
- Context

Framework: Individual, Others, Context
Poll Question

How long do you encourage for onboarding?

- 1 day
- 1 week
- 1 month
- Other
Poll Question

How long do you encourage for orientation?

- 1 week
- 1 month
- 3 months
- 12 months
Strategies & Tactics

Chat: What tools might you utilize to support a potential leader during onboarding/orientation?
- Individual
- Others
- Context

Framework: Individual, Others, Context
Bridging Expectations
Chat Question

What might need to be different for an internal transfer or internal promotion?
Strategies & Tactics

Chat: What tools might you utilize to support a leader in an ongoing way?

- Individual
- Others
- Context

Framework: Individual, Others, Context
Takeaways

- Investment early & often aids success
- Intentionality matters
- Relationships and connections need to be prioritized
- Be careful about “launching and forgetting”
- Successful leader transitions take a team … and can’t be delegated
- HR can play an integral role – but cannot be the only role for success
Have a Question?

Submit questions to our presenters using the Chat.
Thank You

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