



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

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Thursday, February 23, 2023 | 1:00 p.m. ET

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CUPA-HR Webinar

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# Presenters



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# Objectives

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- 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

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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.

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What happens when a leader does not successfully transition into a new role or new institution?

## Poll Question

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

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

# Food for Thought

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“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

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**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

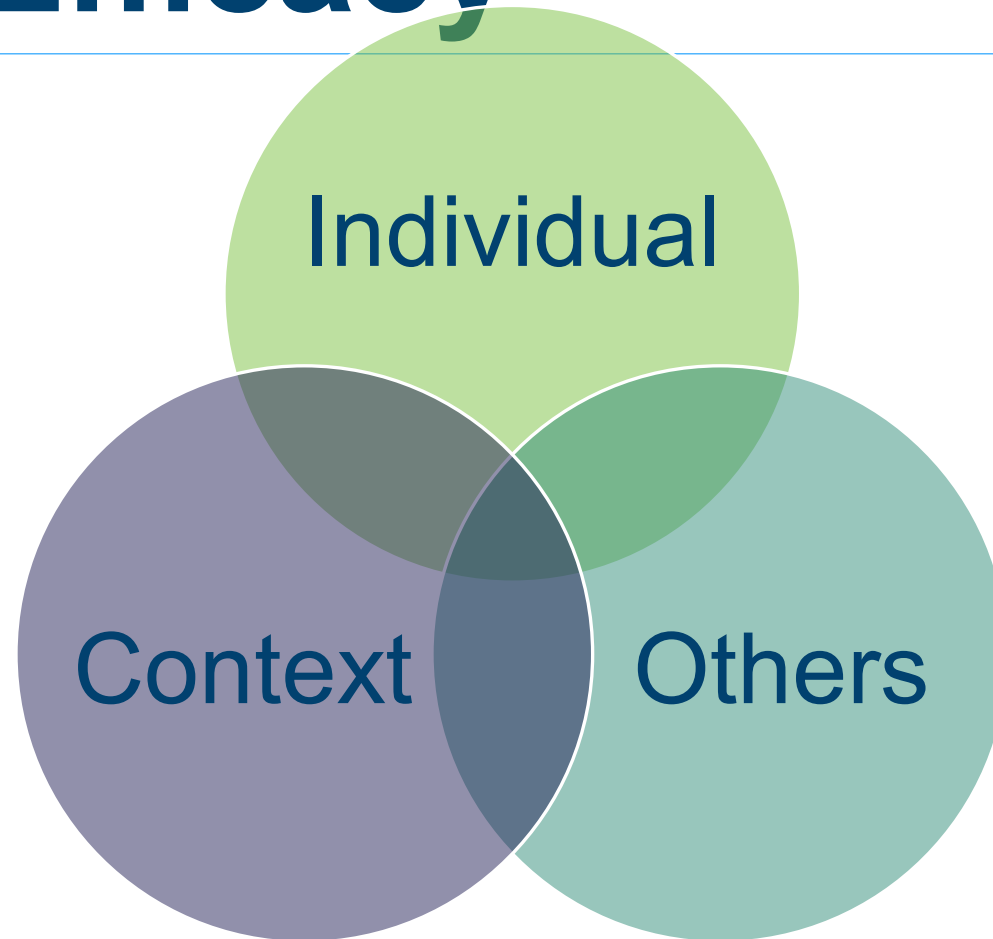
**Leader Self Efficacy:** an individual's confidence in their ability to lead others (Dwyer, 2019)



# Leader Self Efficacy

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



# Poll Question

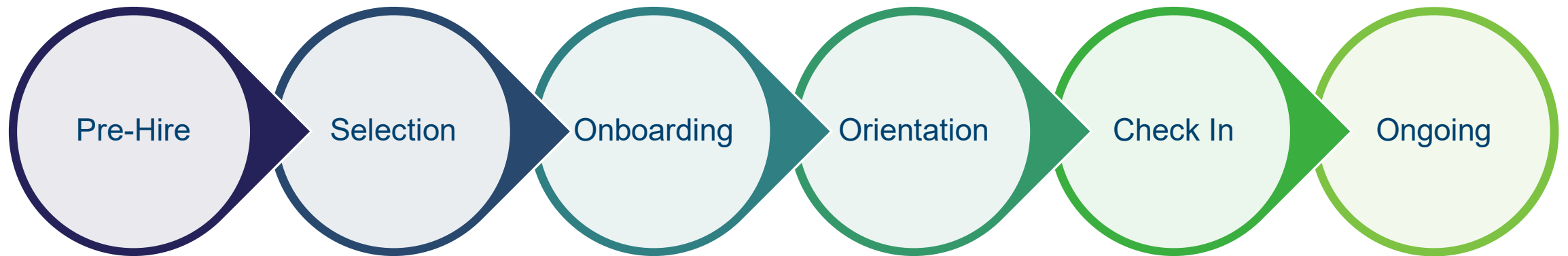
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How long does it take for a leader new in role to be fully acclimated at your institution? (Assume they are not new to your institution.)

- 3 months
- 6 months
- 1-2 years
- Greater than 2 years

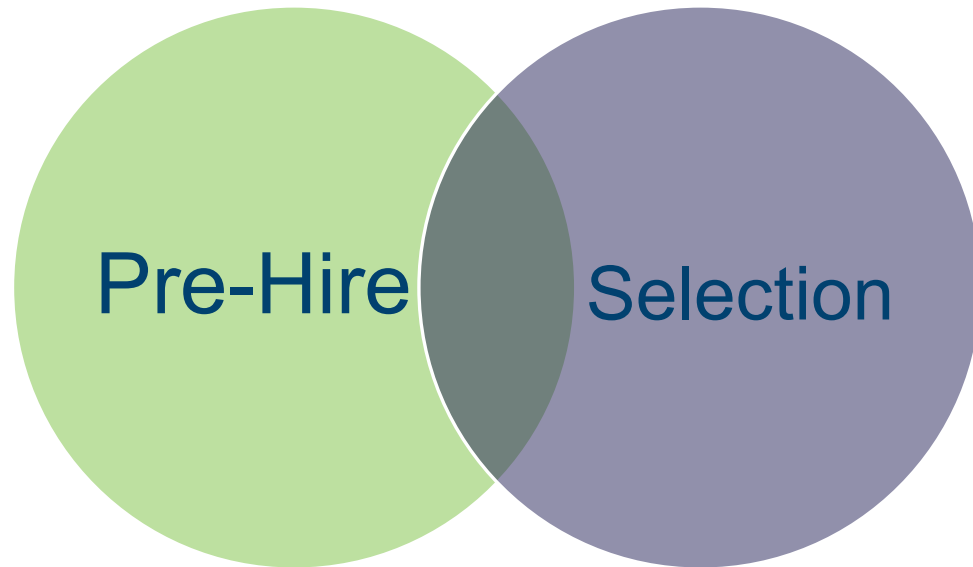
# New Leader Efficacy Building in Phases

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# Strategies & Tactics

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

*Framework: Individual, Others, Context*

# Poll Question

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How long do you encourage for onboarding?

- 1 day
- 1 week
- 1 month
- Other

# Poll Question

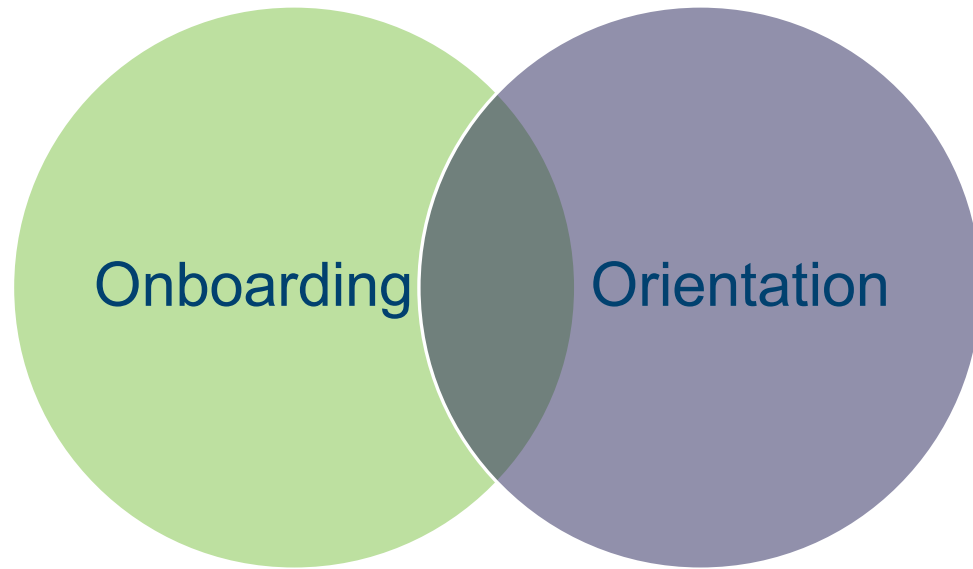
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How long do you encourage for orientation?

- 1 week
- 1 month
- 3 months
- 12 months

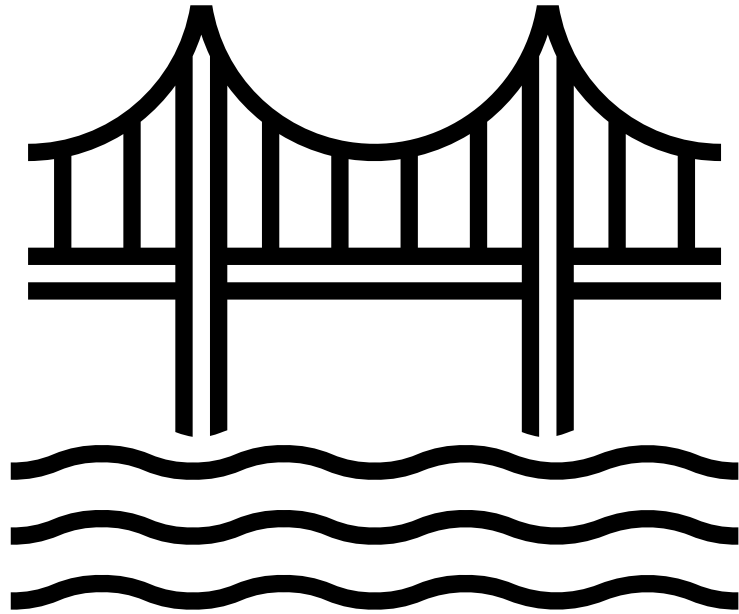
# Strategies & Tactics

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

*Framework: Individual, Others, Context*



# Bridging Expectations

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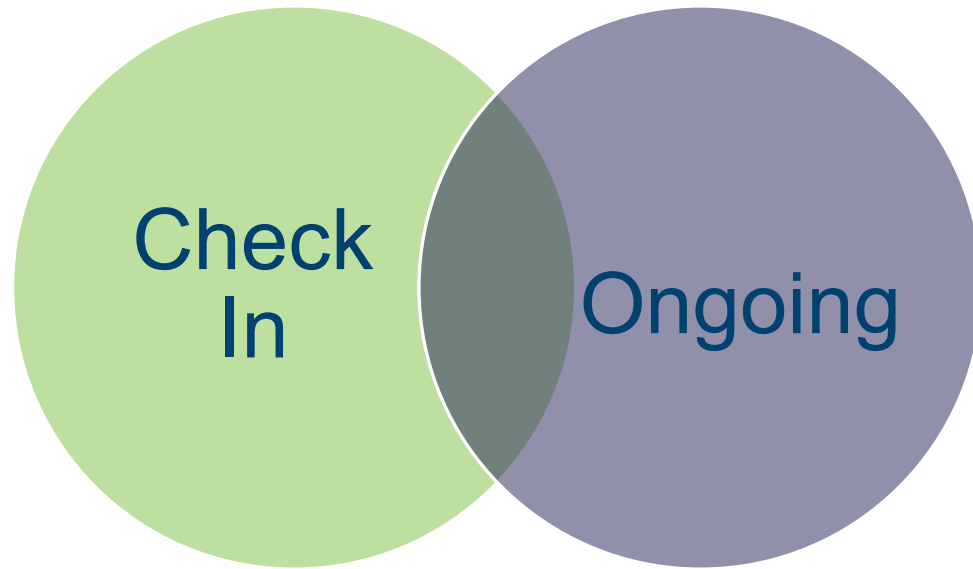
# Chat Question

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

# Strategies & Tactics

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

- Individual
- Others
- Context

*Framework: Individual, Others, Context*

# Takeaways

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- ✓ 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 can not be the only role for success

# Have a Question?



Submit questions to our presenters  
using the Chat.



# Thank You

*Please complete your event evaluation*

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