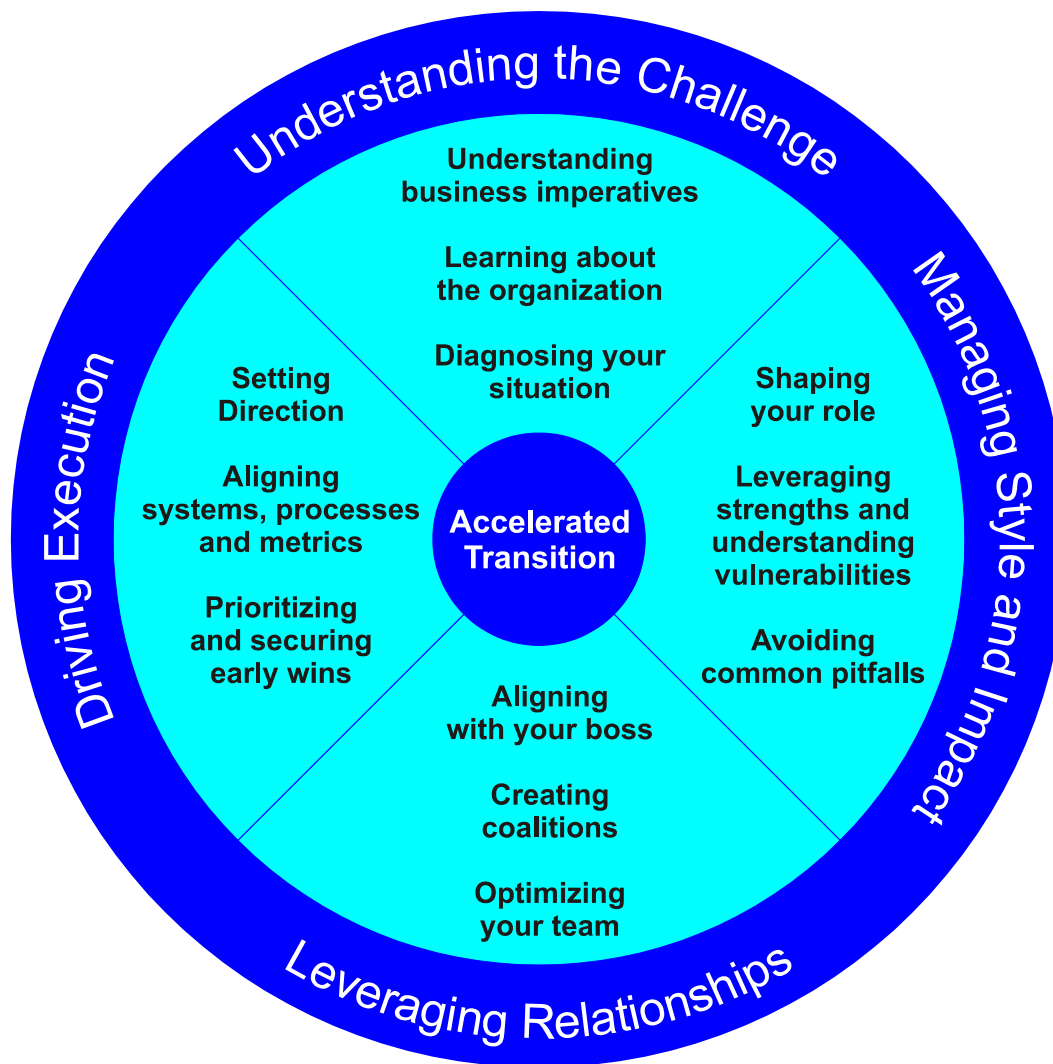


# APPLIED RESEARCH CORPORATION

## Transition Leadership Framework First 120 Days



## **Transition Leadership Framework The First 120 Days**

High-potential employees are a scarce resource and transitioning to a leadership role is tough. Having a pipe-line of employees able to take leadership positions is crucial to the economic welfare of an organization. Senior executives are increasingly aware that a successful transition is critical to the well being of the individual, the team and the organization. If the high-potential is given the tools to accelerate a successful leadership transition, the benefit to the organization can be measured in the millions of dollars.

The speed of change within an organization increases each year – new products are created, markets change, mergers take place and divestitures happen. The challenge of having a pipeline of leaders ready to take on new and complex responsibilities becomes more important each year as baby-boomers retire in ever increasing numbers.

Applied Research Corporation has built an accelerated Transition Leadership Framework program proven to ensure a smooth and successful transition in 120 days – one third less time than the industry accepted transition norm of six months.

The **Transition Leadership Framework** consists of four parts:

- **Understanding the Challenge** – How the transition leader fits into the structure of the organization
- **Managing Style and Impact** – Identifying and building on the strengths of the transition leader
- **Leveraging Relationships** – Building a team and fostering relationships above and below on the chain of command
- **Driving Execution** – creating personal strategy and priorities

Reducing the leadership transition process and measuring the success of the accelerated program is the focus of Applied Research's Transition Leadership Framework services.

### **Measuring a Successful Transition from a High-Potential Employee to a Highly Effective Leader Return on Investment for Leadership Transition Programs**

Throughout a transition the important question is; "What is the economic impact of improved readiness and performance?" Organization leaders are very aware of this as they select high-potential employees for leadership positions. It is not enough to promote someone, allocate a new office and introduce them to their new team. This "sink or swim" attitude has often cost the organization millions of dollars in lost productivity, costly errors and low employee morale. But the question arises; "Is it economically viable to implement a leadership transition program?"

Applied Research has a methodology to calculate the return on investment (ROI) for a successful leadership transition program – it is typically a 1400% ROI. These impressive figures beg the question; “What would the loss to an organization be if the high potential employee had struggled alone during the transition?” No senior executive wants to be put in the position of having to answer that last question.

The methodology used by Applied Research to calculate ROI includes the following data to arrive at the economic benefit of the program:

- Cost of developing and providing programs
- Salary of participants
- Percent improvement estimate of participants

After the first 120 days of transition programs and coaching 88% of new leaders were able to describe specific accomplishments attributed to participating. They said they had been able to:

- Focus on appropriate **priorities**
- **Diagnose** their new business situation
- Address **team** issues
- Build **partnerships**
- Clarify expectations with their **new boss**

Participants reported that they performed 30 to 40% better as a direct result of having been in a Transition Leadership Framework program.

Interviews with senior executives confirmed the risks and costs to an organization of not preparing high-potentials for leadership. They cited specific, significant costs to the business when leaders struggle during a transition.

*“In one business, under a struggling new leader, growth slowed by half in one region. When you look at the after tax impact, that amounted to \$7 to 8 million.”*

*“There is a huge cost that goes beyond direct dollars. High-potentials are a scarce resource and we’re tough on them. If they don’t make it, you’ve washed out a hi-po. A key cost is loss of talent.”*

*“The overall economic impact to our organization could be billions. At the high end, leader readiness could be the difference in saving a business.”*

A successful transition leadership program is essential and with a documented ROI of 1400%, even if overstated by 50%, the economic impact on an organization is significant.

# APPLIED RESEARCH CORPORATION

Applied Research Corporation is a one-of-a-kind consulting firm that delivers comprehensive assessment, coaching, transition leadership, and performance management services. With offices in Metuchen, NJ, Atlanta, GA, St. Louis, MO, Phoenix, AZ, London and Shanghai, we have a significant global presence, which enables us to support the needs of multinational organizations.



We work in close partnership with our clients to fully understand their needs and tailor solutions that address their business challenges. Our passion and dedication to serving the needs of our clients - individuals and organizations - makes Applied Research the kind of partner you can depend on for the long-term.

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