

Special Webcast

The "Great Resignation" Is Here - Now What?

August 25, 2021

THE CONFERENCE BOARD 

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COACHING • TECHNOLOGY • LEADERSHIP



Today we will discuss:

- What's the problem?
- Who are leaders in transition?
- What do these leaders need?
- What are the benefits for your organization?
- What's next?



Through this session, you will:

- Understand what leaders in transition need to be set up for sustained success in their role.
- Be empowered to speak to the importance of supporting leaders in transition in order to make the case for your organization.
- Feel inspired to take concrete actions that will have a positive ripple effect across your organization.



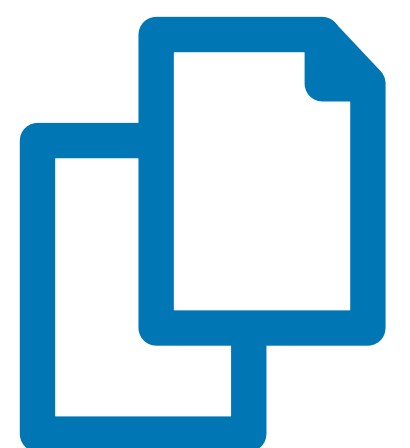
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Today's Speakers

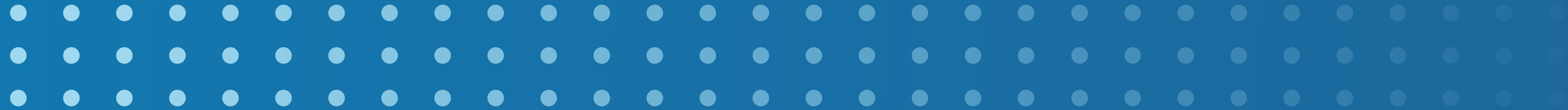


Megan Marshall
Head of Executive Coaching
AllR Consulting



Kenneth R. Lay
(Moderator)
Senior Fellow, Human Capital
The Conference Board

• • • What's the
• • • Problem?
• • •



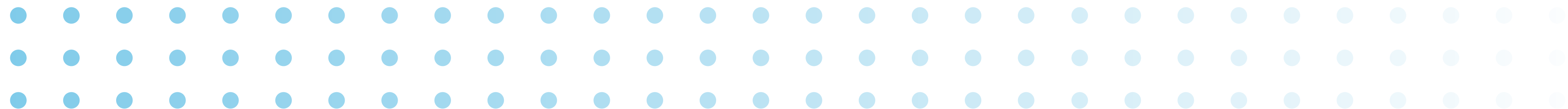
What's the problem?

The Great Resignation

People are leaving their jobs:

- > 3.99 million in April (record)
- > 3.6 million in May
- > 3.87 million in June

US has more job openings than anytime in history

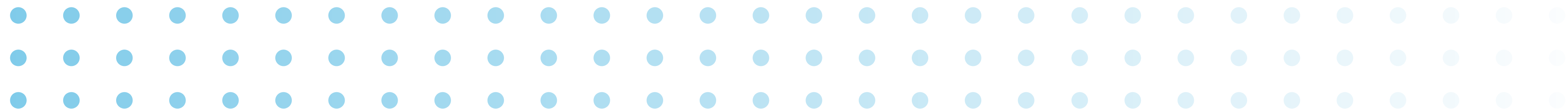


What's the problem?

The War for Talent

- > Help wanted signs
- > Rising wages

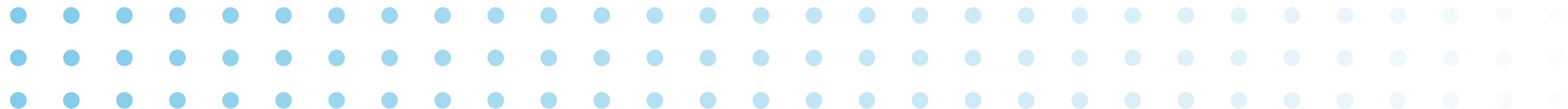
Companies aren't just competing for consumers, they're competing for employees



What's the problem?

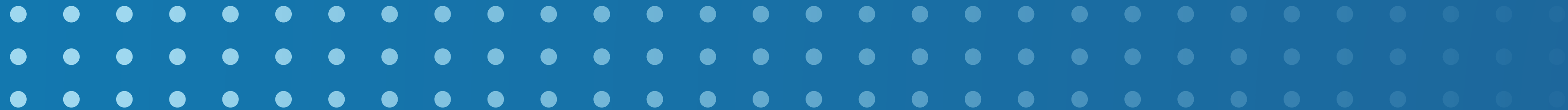
Those we hire are not successful

- > Executive do not always make it
- > Mis-hires



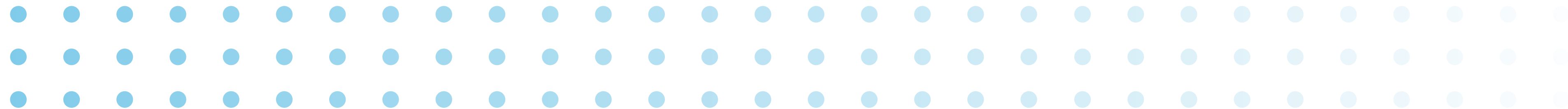


Who are Leaders in Transition?



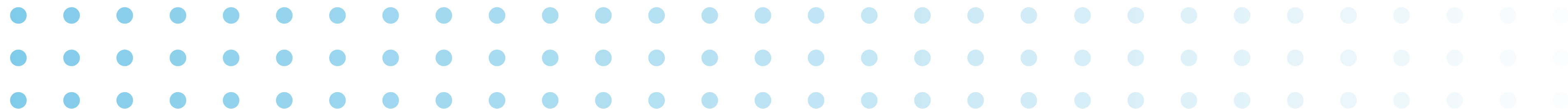
Who are Leaders in Transition?

The difference between change and transition



Who are Leaders in Transition?

Leaders in Transition are those who are promoted internally within an organization or hired externally.



How are leaders in transition doing in your organization?

1. Great! They are assimilating well and getting up to speed quickly with what they need to do to be successful in their new role.
2. Pretty good. They are receiving support beyond the traditional onboarding we offer and seem to be adjusting as well as they can given our current environment.
3. Just ok. I am concerned our they are not getting the support they need in their new role to be set up for success.
4. Not good. They are not being set up for success and I am worried they will not make it.
5. I don't know any leaders in transition at my organization.

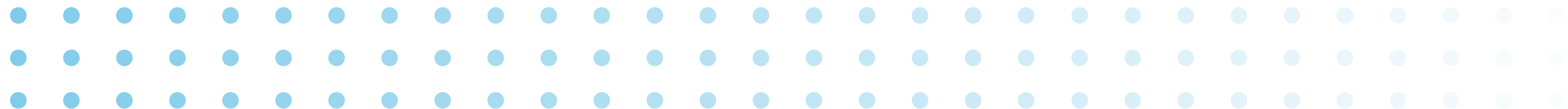
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Who are Leaders in Transition?

What challenges do leaders in transition experience?

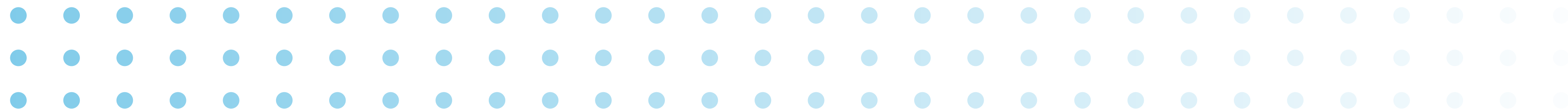
- > 50% – 60% of executives do not make it in their role within the first 18 months of being promoted or hired ([Harvard Business Review](#))
- > Only 19% of external hires consider standard orientation programs to be effective ([McKinsey](#))



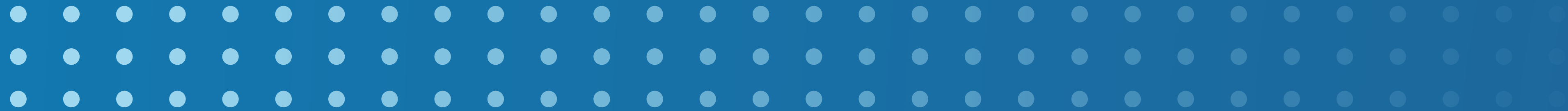
Who are Leaders in Transition?

What challenges do leaders in transition experience?

- > Misaligned expectations
- > Lack of proper onboarding
- > Lack of prior relevant experience
- > Poor working relationships with key people

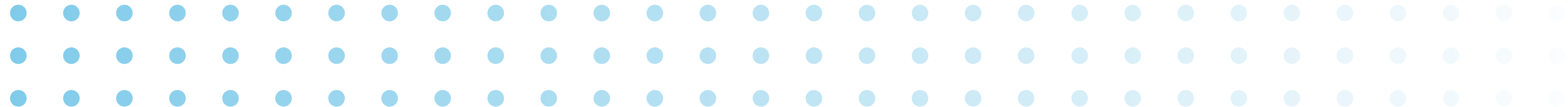


• • • What do
• • • Leaders in Transition
• • • Need?



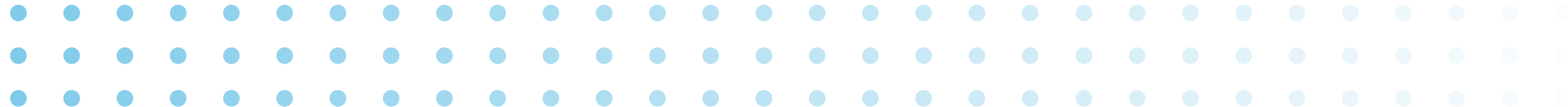
What do leaders in transition need?

- Role Clarity
- Self-Efficacy
- Social Acceptance



What do leaders in transition need?

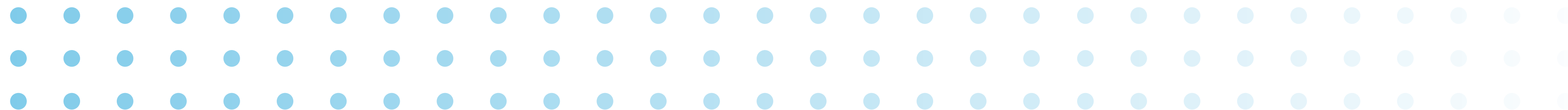
- Structured Sharing of Information
- Executive Coaching
- Team Integration



What do leaders in transition need?

A Structured Approach

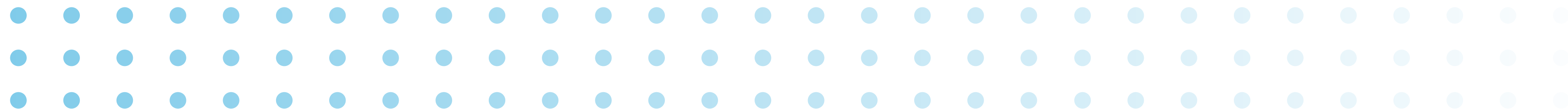
- > How can new leaders best learn information about the organization and the role?



What do leaders in transition need?

Executive Coaching

- > Tailored approach to the individual
- > Confidential space
- > Set targeted development plan goals
- > Receive continual feedback on their growth



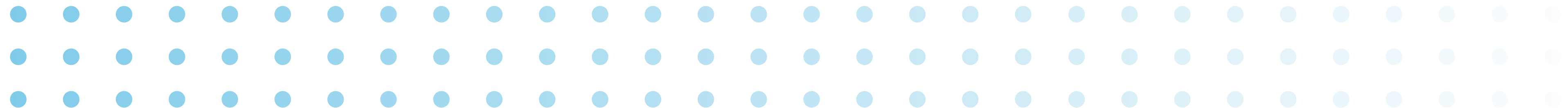
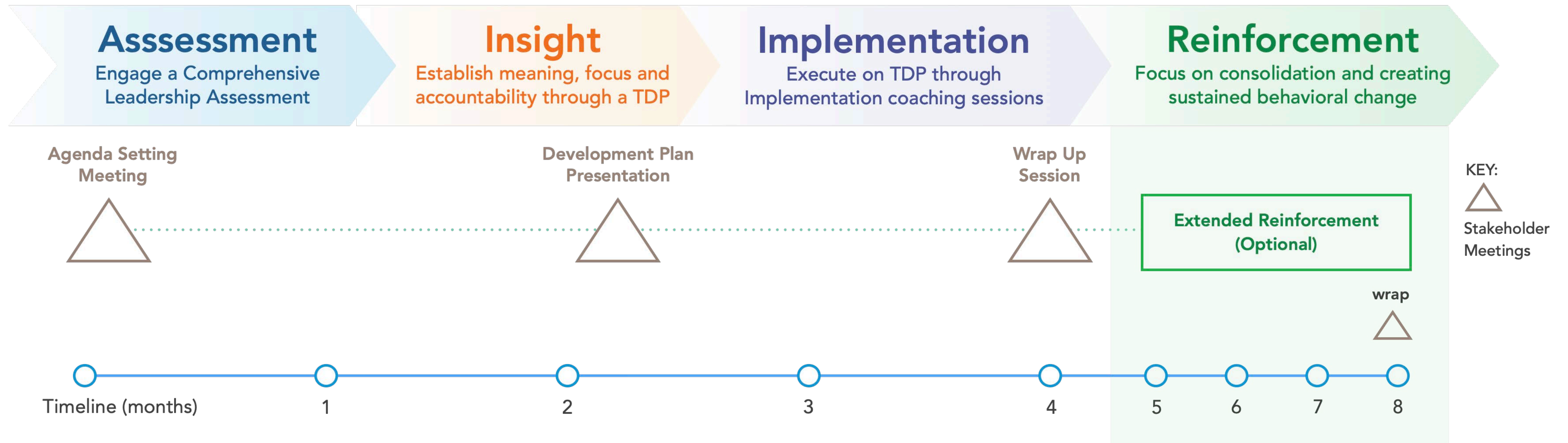
Stakeholder Involvement

> Support

> Accountability

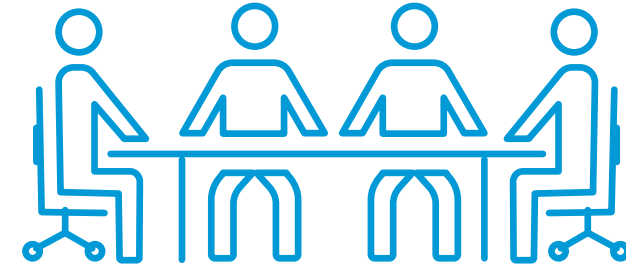
> Business Alignment

> Sustainability

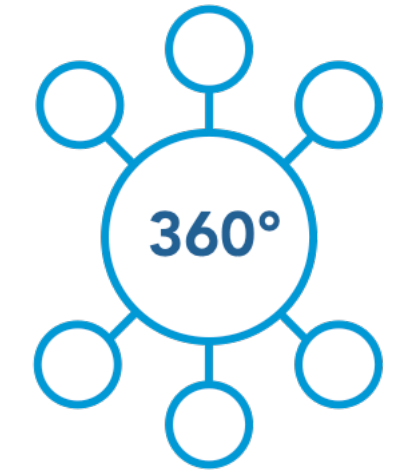


What do leaders in transition need?

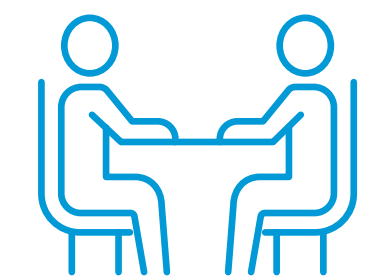
Executive Coaching - Assessments



Agenda Setting Meeting



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MINDSET
INDEX®



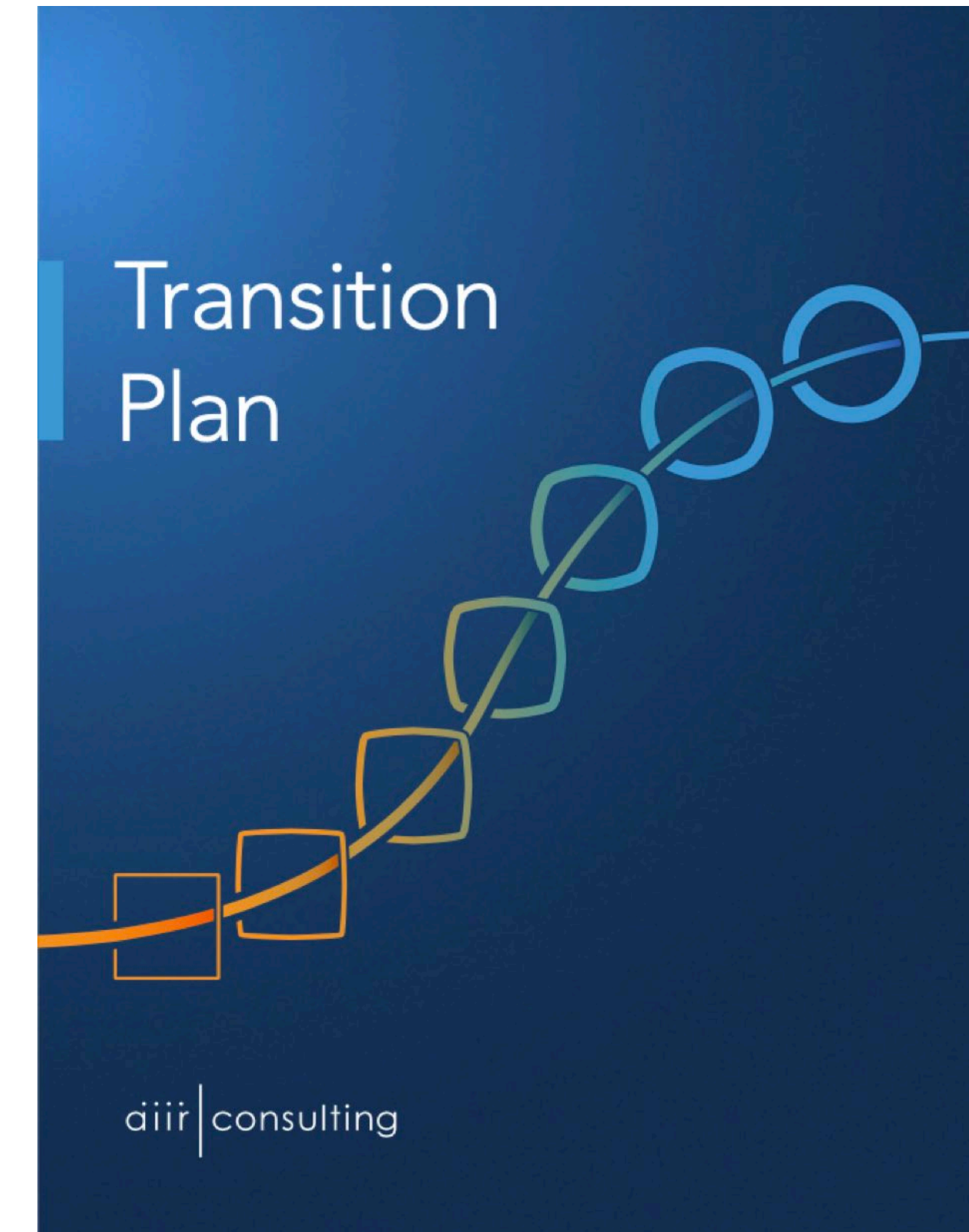
Developmental History Interview

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What do leaders in transition need?

Executive Coaching - Development Plan

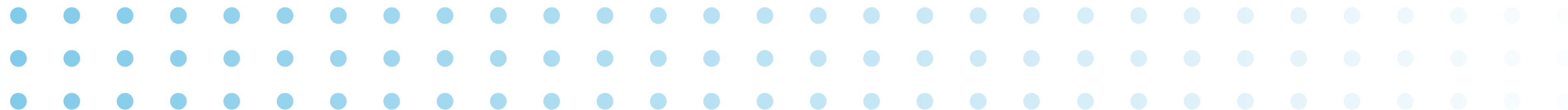
42% of senior leaders said a more structured development plan would have made their transition more successful



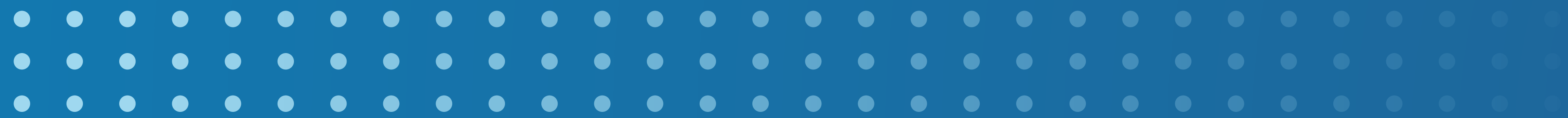
What do leaders in transition need?

Team Integration Activities/New Leader Assimilation

- > Creating a team charter
- > Completing interviews with team members prior to the new leader's arrival
- > New leader assimilation session
- > Assessments

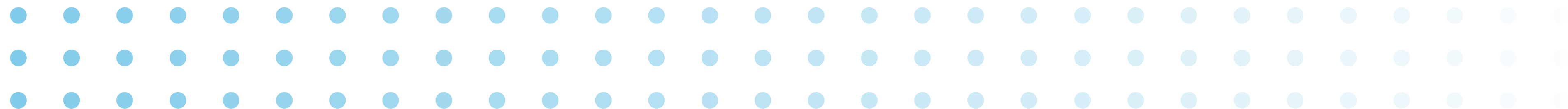


• • • What are the
• • • Benefits for your
• • • organization?
• • •

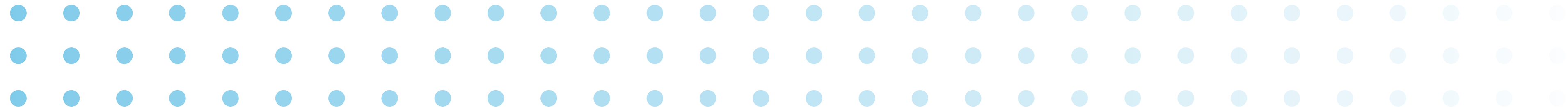


What are the benefits for your organization?

- > Revenue and profit
- > Greater alignment to mission and values
- > Retention
- > Productivity
- > Innovation
- > Higher performing teams

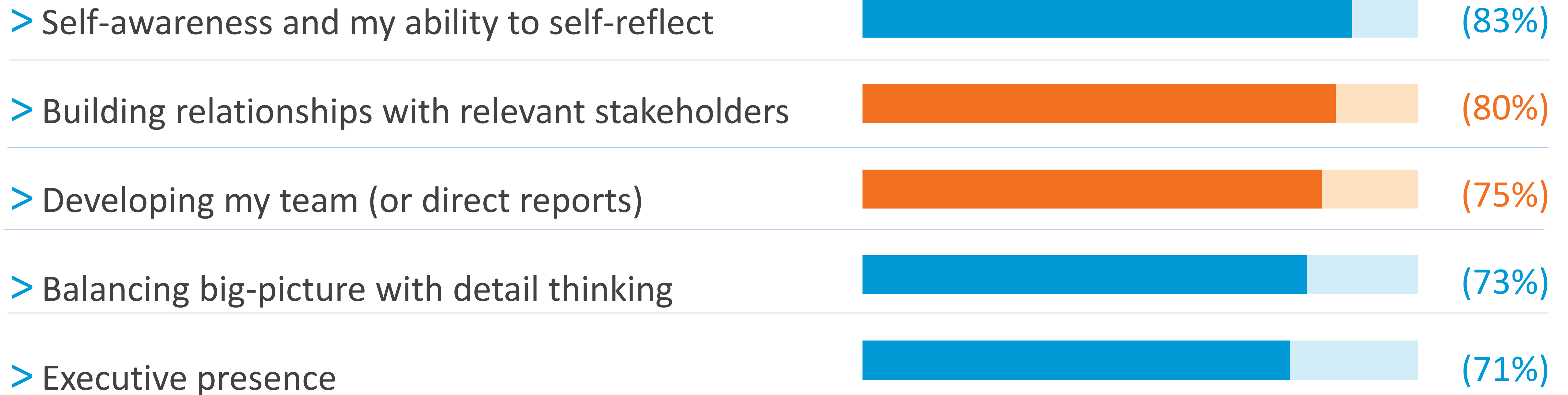


Insights from AIIR Coaching Engagements

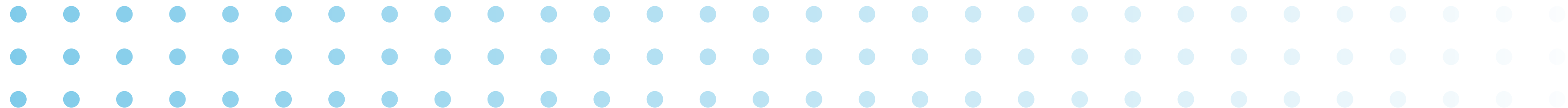


How does coaching have the most impact?

Leadership Effectiveness KPIs

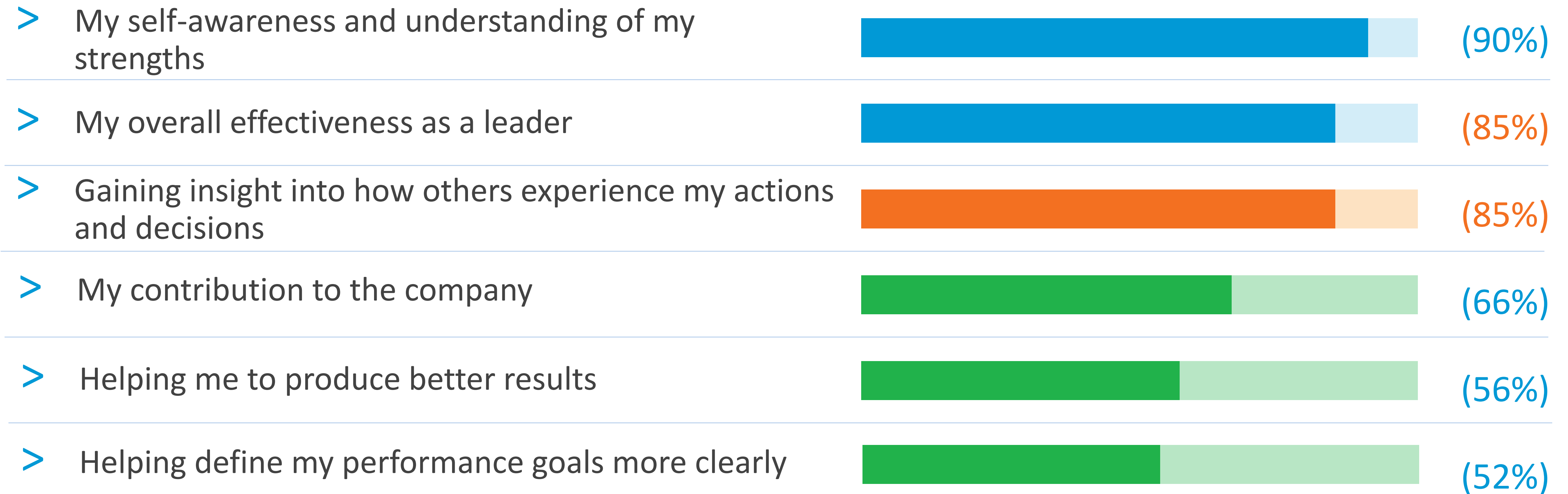


■ Self-Efficacy ■ Social Acceptance

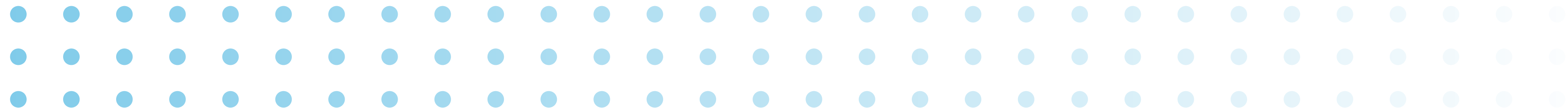


How does coaching have the most impact?

Business and Organizational Impact



■ Self-Efficacy ■ Social Acceptance ■ Role clarity

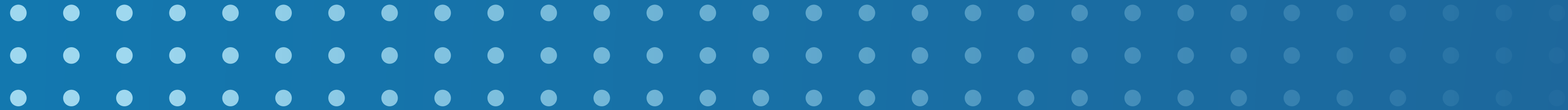


Testimonials from new leaders

- “My executive coach was able to support me on experiences I was having in real time. This helped speed up my onboarding experience and build my confidence.”
- “I would estimate that 50% of the tactics I am using to be successful in this role came from the program.”
- “The feeling that I wasn’t ready for this role is very common and there is a name for it - “the imposter” syndrome. Understanding this put me at ease and helped me overcome this feeling I had the first 3-5 months in the role.”

- “Peer insight from the 360 gave me what I needed to be successful in this new role. Without it, I would have assumed feedback I have received in the past still applied to this new role. When in reality, the behaviors that got me promoted aren’t necessarily the behaviors that will make me successful at this elevated level.”
- “I believe this program helped me gain clarity around expectations of my role and how to work closer with my key stakeholders.”

• • • What
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• • • Next?
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Diagnostic

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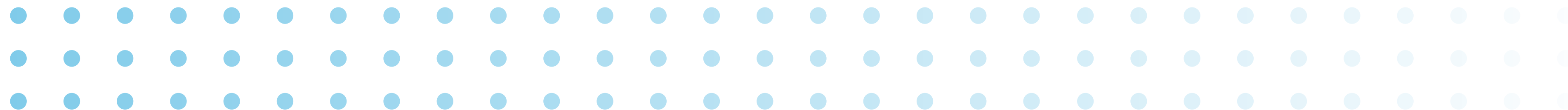
Leader in Transition

Diagnostic

Are your leaders getting the support they need to succeed?

Think of leaders in transition at your organization. Are they getting the support they need to succeed? Answer the following questions to learn the answer along with how you can best provide support.

Please respond to the following questions about your leaders in transition.



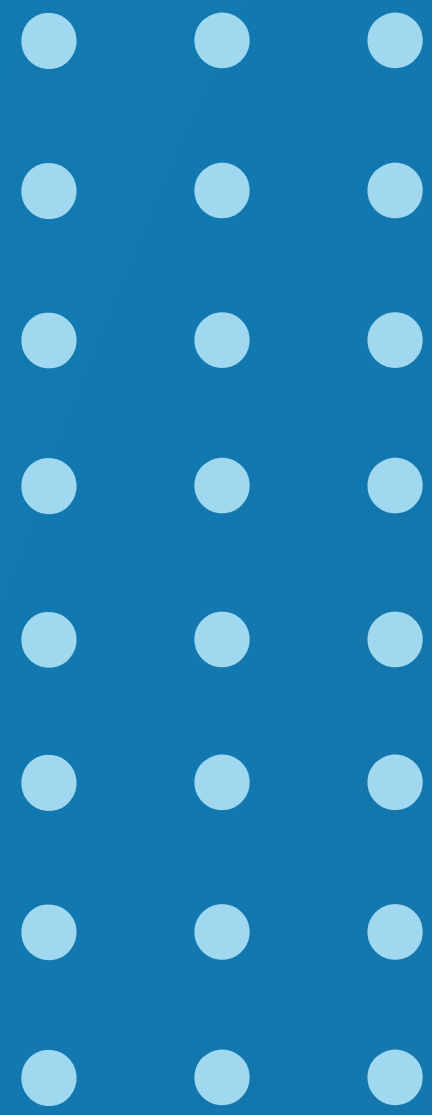
What next?

- Share the diagnostic with others in your organization.
- Think through what your organization can do to support leaders in transition.
- Feel free to reach out for support.

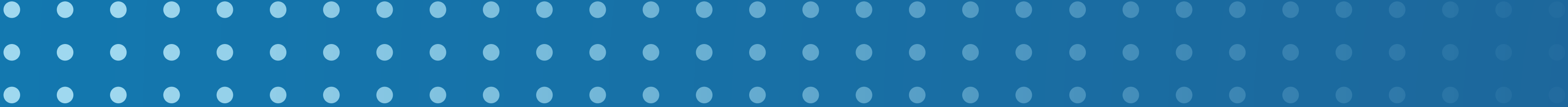
Megan Marshall

mmarshall@aiirconsulting.com

Thank you!



Q & A



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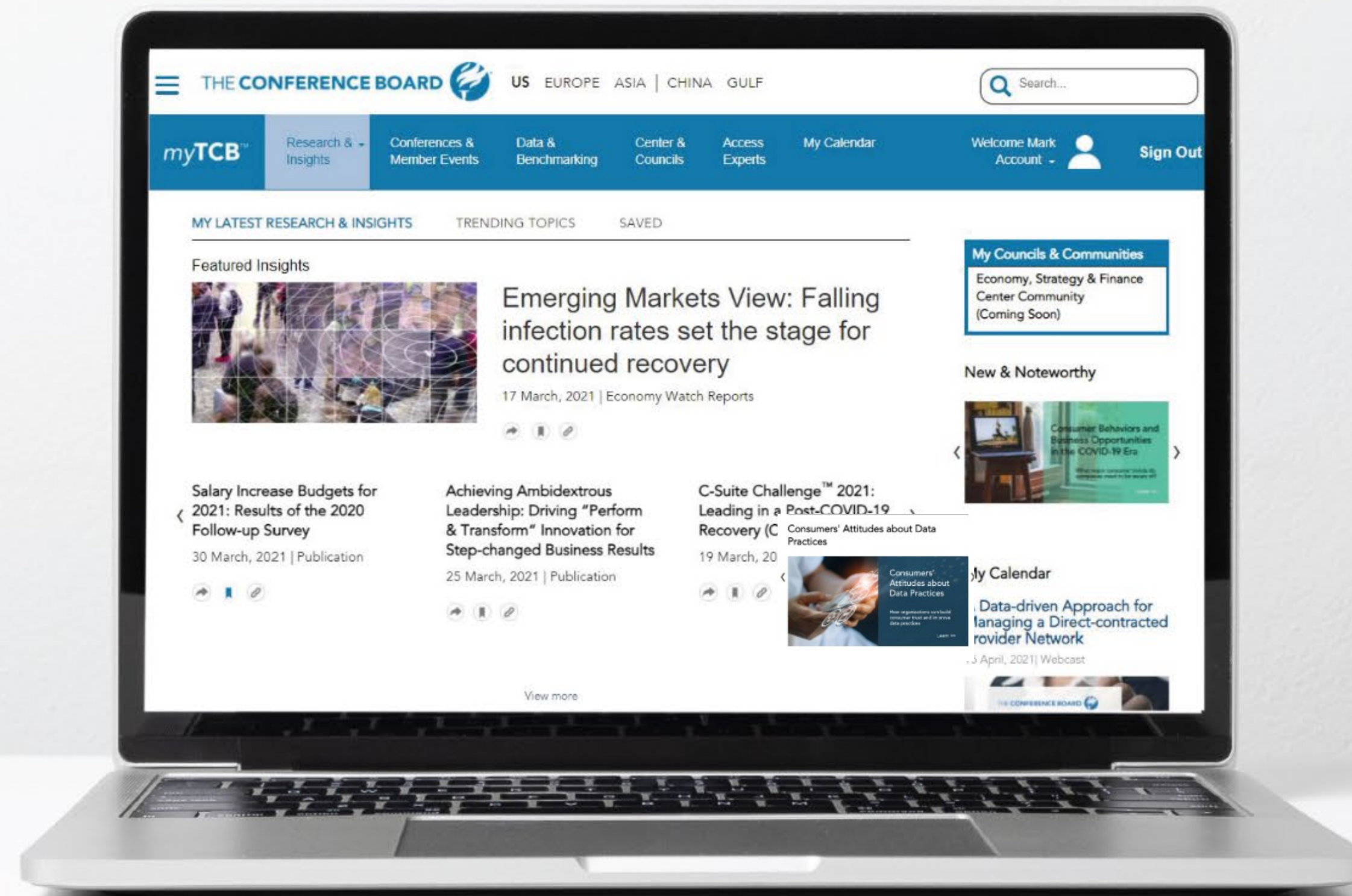
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