

Kathy: I want to introduce you, of course, to the group, and we're looking on our screen and seeing you out there, so thanks so much for joining us. We're delighted that you're here. I'm going to introduce Mark first, and then we'll talk about some logistics and how you can answer questions about this wonderful topic today of "An Ounce of Prevention".

So, Mark Walztoni, our presenter today, has over twenty-five years of Human Resources leadership experience in leading companies such as American Express, Ernst & Young, LLP, and Thompson. In addition, he's held several chief Human Resource officer roles for founding entrepreneurs in the professional services and technology sectors. He's a certified executive coach, as well, and an international speaker on individual and organizational change for organizations as diverse as Fortune Magazine, the Society of Human Resources Management, the Organization of Development Network, American Society of Training and Development, Benefits Management Forum, World at Work, Los Alamos National Laboratory, and the Baltimore Chamber of Commerce. Quite a resume with his speaking talents.

Mark is a member of expert advisory panels on career transitions and comprehensive on-boarding for the Human Capital Institute and earned his graduate degree in Organizational Psychology at Columbus University. So he is the perfect person to be with us today, directing this very interesting and essential topic for organizations.

Just briefly, our format is a seminar format, with questions and answers, so Mark and I will be working back and forth with each other to bring this topic to you and we'll also be working with you, looking at your questions on the screen. So, Mark, let's get started, and tell them more, first about the technology we'll be using, and then this exciting topic.

Mark: I should start by saying it's the new technology we'll be using, so if we ever have a clunky moment here, I ask your indulgence. But what we're using is a technology that allows you to dial into the call, either on the phone or listen over the Web, and also ask questions. And then the screen that I sent you in advance of the event and one that I just sent out about twenty minutes ago, in the lower left-hand corner you see a question

panel. If you'd like to type in your questions there, we'll see it here on the screen and then we'll be sure to address your question or your comment during this time we have together.

Now, the post-event recording will be available in MP3 format within the next few business days. Then we'll have a more polished version, taking out all the "ah's and ooh's" and that will be available on Kathy's website and my website. You're muted at this point. We'd like to unmute later in the broadcast and we want to do that when we're far enough in that we have some of the content out, so we'll have the questions that we'll read that you submit and again we'll take you off mute later in the broadcast. So the MP3 format, again, will be available very shortly and we'll send that to you and I'd also be happy to send you a complimentary CD recording if that would be more convenient for you. Okay. Anything I missed on the logistics, Kathy? Otherwise I'll jump into the content.

Kathy: No, I think we're ready to go. So, please -

Mark: So the first question we wanted to answer, I think, is the "What's in it for me?" question. Why is this really important and why focus here? Couple things, and I'll be going into some numbers and factoids, but I think one experience we all have in common is that we've all either started a new job, started a new role within a current job, or had a new boss. I think over my time in the space, there's been no one who's said, "I've been in the bubble and that hasn't happened to me."

And the second question is: "What are some of the things you've noticed?" What are some of the common elements? Surprisingly enough, given the literature that's out and available, how to find a job, there's about ten thousand hits on Amazon if you put that in, or "starting a new job", you'll find less than a hundred hits on that. There's not that much focus on this part, and yet in my experience and the experience of others, how someone uses that period before they start is so critical because one of the comments that I typically get is, "Well, you know, I came and I wasn't really sure what was going on, and I tried to talk to some people but it really wasn't anything. Took me a while to connect the dots. And my new boss came in, told me how well they did it at their

past company, and that was going to be the way they were going to do it here." As we all know, those types of situations aren't optimal.

So what's in it for us? Well, over six hundred thousand Fortune 500 managers change roles annually, and twenty-five percent of all Fortune 500 managers are in their first year in a new role at any time. Now that says that the focus on helping people be successful not only is a large number of folks but there's a high cost of failure. Another study says that seventy percent of newly hired executives leave their jobs within twenty-four months, and sixty percent of managers, both external hires and internal transfer, leave or are not considered effective within their role within eighteen months of their assignment.

So this is something that is not only relevant to us as individuals but also to our organizations, and in Kathy and I's case, and perhaps some of you on the call, in your own coaching and consulting practices.

Kathy: Well, Mark. you're building a real compelling case right off about why it is, you know, what's in it for me, that radio station WIIFM. Now, why it is that we need to pay attention to this topic? You've titled this "Ounce of Prevention", so say a bit more about why leaders need an ounce of prevention.

Mark: Sure, Kathy. Let me answer that question by talking about what the literature says about why new leaders fail and then perhaps we can talk about just a couple of examples that we've seen in our practices.

Well, the Manchester Partners International Study in 2001 said the Number One reason they failed was they failed to build partnerships with peers and subordinates, and that was eighty-two percent. Seventy-five percent failed because they didn't establish a cultural fit, and obviously some of these reasons overlap. Fifty-eight percent were unclear or confused about role expectations, and the remaining reasons in that study – lacked required political savvy, failed to achieve two to three critical objectives, and took too long to learn the job – were somewhere in between twenty-eight and fifty percent.

So, for me, when I look at that top one, building

partnerships with subordinates, eighty-two percent of the folks responding to this mentioned that as a reason for failure. So what would someone do in approaching the job in this "ounce of prevention" phase, if you will, to say "How will I go about building partnerships, and on a cultural fit, how can I really learn what the culture is?" not only within this new company but also for folks who are within their existing company when they go into a new situation. We'll talk about that in a little bit, too. So the ounce of prevention is really being able to look at what I need to do to succeed in that role, and then during this time period saying what can I do to set the stage for that, and how can I help myself be successful on that first day?

We had just another study here, and this is more recent. This was done by Leadership IQ. It's a global leadership training and research company. They look at the reasons for leadership failure. In three hundred and twelve public, private business and health care organizations, and they surveyed fifty-two hundred and forty seven managers, they found the top five reasons were coachability, the ability - I suppose I should say the inability - to accept and implement feedback from bosses, colleagues, customers and others. This to me says can someone really look around corners and know how they're perceived and know what they need to do to adapt their behavior for that new role.

The second one, and this is twenty-three percent responded, that emotional intelligence, in this case, they lacked the ability to understand and manage their own emotions and accurately assess the others' emotions. Not the other three reasons, interestingly here, now that's - coachability and emotional intelligence are forty-nine percent of the solution. Seventeen percent is motivation; fifteen percent is temperament and only eleven percent is technical competence. To me, I would say the reason there's only, technical competence is the lowest possibility of failure is because that's where all the effort is in the age of (inaudible 09:48) processing.

Let me just add something from Michael Watkins' book, "The First Ninety Days: Mastering Successful Transitions". He believes that the number one reason that new leaders fail is that they aren't prepared to let go of the prior job and role and embrace the new one,

which says again to me, and in my experience going back, that during this ounce of prevention period is an ideal time to reflect and stand back and say, "You know, what got me here," and I just realized I'm paraphrasing or quoting Marshall Goldsmith, "What got me here is not necessarily what's going to get me success in this new role."

So those are all some of the one "what's in it for me" things that I think make this topic very relevant and also something that can be learned, in other words, that it's a learned skill. As author Alan Tolso (ph) knows, "The illiterates in the twenty-first century will not be those who cannot read or write but those who cannot learn, unlearn and relearn." Again, I feel that this ounce-of-prevention period is the perfect time for the leader in the organization say, "What does a new leader or what do we need to learn from lessons in the past but what no longer applies?"

Kathy:

Right, and what a wonderful quote about learning and unlearning and relearning. It ties back to your statistic on the coachability issue, so people who are coachable are certainly in that continual learning mode which I have understood in my work to be the key competency that indicates leadership potential. So there's quite a link there. And this is a very, very challenging situation, it sounds like leaders are facing out there, with so much turnover at any given time, and lack of success by not focusing on some of the key issues. So what have you found that worked in terms of how leaders can improve their odds for success?

Mark:

Well, I want to add a point to the competency because I think that it's another reason why, in some of the services that are offered in this area, some of the things a leader can do can be so effective, and that is that typically it's not the absence of a competency that derails people. In fact, it tends to be a strength in overdrive. So during this time period, an ounce of prevention, it's also helping people. Just understand that developing a new skill or doing something different doesn't mean there's a weakness. It doesn't mean that there was something that is flawed, and that can be a hard thing to get over for some folks. But typically it's what worked before is now something that is going to be ineffective in the new situation. So what can leaders

do?

I think one of the things that they can do is find someone who is objective or confidante that they can talk to just about how they are perceived, what their strengths are, and what are some of the situations they've observed to be very effective, and what are some that could be improved. For some folks, that's a peer; for some, it's a significant other; some, it's a professional, like a professional coach; some, it's a peer who's been in the same situation whose organizations work in this area. So that's one.

The other is this notion of a peer community. I've worked with some companies, set up leadership development situation where they have leaders who've been in the role for the last six months or the last year, and essentially they become the coaches and peer coaches for people coming into those roles. So they have the advantage of passing on the lessons learned. They get an opportunity to be a mentor to a mentee, and the folks who are in that process have the opportunity then to segue into a mentorship role with someone else. Sometimes, if that's within the same company, it has a chilling effect on honesty, and some people find it better to join a community of leaders who are learning, but outside their organization. So that's another piece.

And then I think it's probably said a different number of ways up to this point. It's really being able to know how you are perceived and how you perceive yourself, and that's the areas of assessment. Kathy, I know that's one of the areas of your expertise. How have you seen assessments apply?

Kathy:

Well, I can sure track with what you're saying about the strength overworked, and the opposite of that has been weaknesses. In many of the organizations I've worked with over the years, the approach has been to look at someone's competencies, you know, do a full assessment of the competencies that are important in the role, and the person gets a report and they start to focus on where they are weak, and that used to be the approach, and what we're finding now, you see it in a lot of the key books that are out there, like "Now Discover Your Strength" and "Now Strength Finder 2.0" where people will get much more leverage if they focus on their strengths, and putting

them to you, than spending and wasting so much energy trying to close the gap around a weakness that just takes too much effort.

So I love what you're saying about this idea of people seeing how they're perceived because I think awareness, having awareness about what we bring to the picture is seventy-five percent of the issue. We have blind spots and we don't know what we do well, so what assessments can do is help us become more aware of what our personal styles are, our preferences in different situations, our skills, even though we often have an idea of our technical competency, like you were saying, we may not know how good we are at decision-making, conflict resolution, partnering skills, you know, that one you raised early on. That's where a good three hundred sixty degree leadership competency assessment can help.

There are other assessments that work in helping people clarify their values. I'm amazed as I talk to many people in organizations that some people have never done values work, so if I ask them "What's really important to you?" they really don't know. And then they don't know how to anchor that to, "Well, if harmony is important to me, then how does it affect how people perceive me and the impact that I make?" So by taking one assessment or a suite of assessments, what I have seen happen is that people really have some insights around what they can do well, where to focus their energy so that they can get the best leverage for their activities and their actions, and making choices about where they want to change their behavior, where they can change their behaviors so that they can be much more effective in their organization and get through this transition we're talking about in a much smoother way.

Mark:

Just to go back to the area of being able to understand how you're perceived, I can tell you a story from my own example. Early in my career with American Express, it was actually my first Human Resource management position, I relocated from Chicago to Texas and I was working in a branch office for a branch manager who'd been in the role for about fifteen years, and I was the first HR management person there. There had been some issues at the time and they said, well, the way to solve it is to bring in an HR person. So I was enthused; this was my first management job. He wasn't quite sure what this

whole thing was all about, but he was open to it. And I remember my first few meetings with him, coming in and being very enthusiastic, and I had my three bullet points and his name was Carl. So I said, "Okay, Carl, here's what I'm seeing" and you know, with all the maturity and insight a twenty-five-year-old at that time had. And one day, he ... you know, we would get our work done and I would leave, but I would always feel like I wasn't really building rapport with him. One day he just said to me, he said, "Mark, I need to tell you something." I said, "Okay." And he said, "Mark, you need to visit with me. Visit with me, tell me what you need to tell me, and visit with me some more." He said, "You don't visit with me. You come in and you tell me this, but it's...this isn't the way." So he said, "Are you from New York or something?" And it was a real eye-opener for me because, you know, what I got the message was that I thought was the right behavior, come in, make it short and sweet and then get out, which was how my prior boss, who was a New Yorker, loved things.

Then in this situation, I was perceived as someone who wasn't ready to make a personal connection. That's one of those things that I suppose if I would've been able to step back and do this preparation during the countdown or had the ability to talk to someone about just how do I go about building a relationship with my new boss, or what's some of the best ways to build rapport, I might have avoided that.

Kathy:

It's almost like having a little checklist about, here are the skills that are important, partnering skills, and then what's your ability and your interest in doing that. I know when I took personality preference inventory the first time, I found out I'm an introvert in the terms on this one, which means I really love to do things by myself, and my whole family has been that way, so I had gone through life not...like you, maybe not asking the questions, not speaking up, and thinking that everybody else was like that, too. Boy, that's an eye-opener! When I took that assessment, I said, "My gosh, somebody's been following me around, taking notes." And it opened up a whole new world of possibilities for me to learn how to stretch out of my preference and build those partnerships that are so essential.

So you know what I'm hearing in what you're saying, too,

is that there's things to do ahead of time, you know, it's kind of a time table, it sounds like. So when do leaders, when do they need this ounce of prevention?

Mark:

You know, I believe that all of us do due diligence when we're thinking about taking a new role. And that due diligence phase is an excellent time to ask questions about, well, what is ... tell me about some of the success examples here in this organization. What do they do? And if you hear things like, well, they kick the door down and they could make things happen, or they're able to work across departments and that's a way they're successful. So in due diligence, there's a number of ways.

Like in my example in Texas, I had actually worked on a project there at that office so I had a sense to see the environment but missed the connection of well now I'm relating to him in a different way. If you're in a project management role, you come in with the bullet points. You come in with the spreadsheet and the numbers, and that's the expectation. But now you're a member of the management team, the relationship is going to be important as well. So due diligence, I think, is a great place to gather that.

My opinion is that, where it really starts, because not all due diligence results in an agreement, but it's a point you accept the offer up to the day you start a new role. So, for example, one of the reference research that I looked at that addressed that is in the book "You're in Charge. Now What?" by Thomas Neff and James Citron (ph), and they talk about preparing during the prestart countdown. George Grant's book about the Action Plan for the First Hundred Days, where he talks about, Identify the key stakeholders up and down, conducting the research and conducting the plan. So, and I'll get into that a little more later, but just, you know, to your question, it is something that there's a fixed time period. The due diligence, you're still kicking the tires and saying "Do I want to do this?" and if you're in an organization, you're also thinking about "What happens if I don't do this?" You know, "Will that brass ring come around again?"

I think another point here would be when should this countdown start in terms of the role. It's easy, and I

think as I've watched on-boarding, the subject of on-boarding evolve over the last couple of years, on-boarding used to be restricted to people starting a new job. But I think as it's broadened, it's really about leaders entering the variety of new worlds in their current organization. For example, Ron Cherom (ph) wrote a book called "The Leadership Pipeline" and he talked about navigating career passages, going from managing yourself to managing others, managing managers, managing functions, managing a business unit, managing multiple business units, and managing the enterprise.

I was fortunate to meet Ron at a conference about three years ago, and we had a short period of time to talk about on-boarding principles, and talking about organizational support, and he made the point to me that in each of those transition points, and there's a diagram in his book which shows them in a stair-step ladder, and there's a small angle that's open in each of those ladders. And his point was, that's where the company can take action to have a robust leadership pipeline or have this turnover and failure occur, because it's at those points where people are the most open, the organization are the most open, and the challenges change. Going from managing self to managing others, we all know what a jump that is, but what about the situation where you're the Super Star in the specific business you're in, now you need to work cross-culturally or you need to work across your own organizational culture by working with other functions. I think that's where the kick-the-door-down attitude within one group may be the dominant culture, but what is it in the other, and in fact will the strength in one become the fatal flaw on another.

You know, before - I think, Kathy, on the ex-patriot assignment, since I know that's an area of your expertise and your personal experience, it'd be interesting to hear about what some of the challenges are on those, but there's another term for it, and the where escapes me right now, but it's accepting a crucible assignment. Now in a crucible, it's simply the point where in a manufacturing term where you're melting down base elements and transforming it into something else. Well, a crucible assignment for an individual could be working in a start-up, could be working on a team, could be launching a new service or product, or an ex-patriot assignment. So when I talk about an ounce of prevention

and moving to that next step, the techniques are common. The techniques are all, you know, they all fit together. So, Kathy, expatriate assignments, tell me a little bit about your experience there.

Kathy:

What I'm thinking about where that fits with this topic, you know, I was a Foreign Service Officer with a small unit with the U.S. Department of Agriculture, so I was both overseas and then I was part of the Human Resource unit that had to support the people going overseas and coming back from overseas. So as I listen to you talk about the ounce of prevention and the key due diligence, one of the things that really stands out to me is the idea of anticipating culture shock. You know, letting people know, as they're excited to take their new assignment, and that's the first phase, you know just like they'd be excited in the U.S., going into the new role, but certainly going overseas, they're excited to be in the new role, they're in anticipation, and they really don't think about or know about the very predictable stage where all of a sudden, nothing makes sense. The language doesn't make sense. The way things are done there don't make sense. Like you're talking about, expectations and kind of kicking the door down, or they go in with their own style, a very direct, in this case, U.S.-American style, and they go into a culture that's very indirect.

So helping people prepare way up front before they actually hit the road can know what some of these things are that are going to happen, you know, certainly that works in the, you know, the ex-patriot world, and we're going to talk a little bit later about some of the things to do with families because that's really critical here, too.

Something else that occurred to me when you were talking earlier about changing styles. I did a course last week on situational leadership, Ken Blanchard's work, and fifty-five percent of managers use the same style in every single situation.

Mark:

Interesting.

Kathy:

Even though every employee is in a totally different place in terms of their competence, their commitment and motivation to a job. So I think that's important to

note, too, as you talk about that stair-step model. You can't take one approach all the time and think that that approach is going to work. And that's exactly what we do. You know, we have learned our way and we think that's the best way because we haven't learned another way. When you go overseas, that gets even more aggravated because we're talking about totally different world views in many, many cases.

So it goes back again to that idea of expanding perspectives and knowing how people see us and how we see the world.

Mark:

I think that notion, too, of letting go of the prior job and role, and take each of these situations as a crucible, to say, okay, what do I need to change? What's working? What's ineffective? And I think your fifty-five percent example's interesting because if fifty-five percent of managers go into a new role using the same style and somewhere in the area of sixty-five percent of managers fail or are ineffective in their first role, maybe there's a connection there. Again, this is going to erode the confidence of anyone who's on this call but my example in launching a new team, I remember in my career having a global assignment with a technology company as the global head of HR, and going to (inaudible 28:54) in Eurasia to meet my Asia-Pacific team.

I was coming out of a presentation that I had just done in the U.S. so in the interest of time ... not wisdom, but time ... I brought my presentation along and I launched into it, and not five minutes in, the light bulb went off for me to the presentation because people were listening very politely and I said, you know, I've got a sense I'm going about this the wrong way. Is there anything you want to ask me before we start? And the first question was "Are you married and how many children do you have?" because in their culture let me build a relationship with you first. You know, you can bring your Power Point, Mr. U.S. Citizen, and I'll listen politely and I'll answer questions, but if you really want to build a relationship with me...

So again what was, in that situation, it was more of a reminder to me and it was more of a joke that we used to build rapport, but this is where I think someone who can help an individual who's only worked in the U.S., which

wasn't the case for me at that point, but only worked in the U.S., to just step back and say, well, what's changing? My audience is changing. You know, the kick-down-the-door is going to get you polite acquiescence but it's not going to get you commitment (inaudible 30:15).

Kathy: Right, exactly. So we're starting to talk about and hear more about the kinds of things that people need to be aware and need to work on in order to have a better chance of success in these different roles. So there really is hope in the face of some of these dire statistics. So again, what would you emphasize as being really important for people to seek out in terms of support and solutions to help them through this?

Mark: Sure. I think that, again, the ability to talk to someone if there's an area that is different. The first international assignment. What can I do differently? What should I do differently? To be able to look around at corners in terms of your own style. I had someone say to me once, "You know, Mark, there's a reason why you don't cut your own hair." And it took me a minute, and he said, "Well, you know you can't see back there. Let someone who can see back there help you, hold up that mirror for you."

Yeah, and talk to people who have either been in that role, talk to customers which, if you're at the level in the organization where you can make that connection, is a wonderful way just to see how it's viewed. I remember another new role I went into with an HR organization. The company was in a turn-around, so by extension the individual departments might have been in a turn-around, too. I remember speaking and saying, well, what do our customers think about us, and it was, well, they think we're great. It's a wonderful situation here, and one approach would be to go talk to the customers myself. The other would be to ask some of the folks in the group to go out and talk to the customers and report back to the group at-large, and it was a sobering experience.

They came back and said, "Well, you know, they don't think we're really that responsive." What I heard was it's a little bit like World War One, you know, I throw my issue over the trench and sometimes they take it and throw it back and sometimes I hear nothing. So being able, during that countdown period, to make as many

connection points as you can, and just ask the questions, you know, ask the beginner's (inaudible 32:30). Well, tell me about the past person who was in this role. What did they do well? What didn't they do well? Where are they now? If they've been successful and moved into a new role, perhaps you can reach out during that point as well. So, it's the personal connection.

To do that, or even to map some of the social map works in looking at, okay, here are the key stakeholders. Help me identify them, the key stakeholders, and then just starting to do your own strategy if you know some of them, as who's going to that early adapter of whatever it is I'm going to say. Who might be a potential ally, someone who's not going to go up to the front of the line necessarily and wave a flag, but be an ally for me. Who's neutral? Who will be the resistors? Where do I want to spend my time? Do I want to convert the allies to champions, or should I spend my time looking at the people who are going to be resistors and think about how am I going to mitigate that, how am I going to balance it.

Those are some of the things, again, of individual work, community connection, customer and stakeholder connection, and it's absolutely significant. Do you have some thoughts about ways people can gather some of that data?

Kathy:

Well, yeah, as I listen to you, there are a couple of things that occur to me. One is certainly the idea of doing a three-sixty, you know, three hundred and sixty degrees, assessment, which means not just looking at your own opinion or your peers' opinions but really going out and asking stakeholders and customers, and what leaders can do is actually do an assessment on their own skills on that. So that absolutely fits with what you're talking about there.

The other is to do some skill building. You know, I hear you very articulately ask great questions, you know, that a leader could ask their stakeholders, and sometimes people aren't that articulate. So I think doing some skill building around communication skills, getting some coaching on that or even taking coach-training for managers, which coaching is really conversational skills, so I think there's a few things there.

Mark: I really resonate with that part about questions, too, because we, you know, similar to critical conversations are critical questions, questions that result in answers of "That person did a good job" or "Just try to follow their example" doesn't give you the behavioral piece because I believe that's really where things are, that's where there's the opportunity to make a real change.

Kathy: So, we had mentioned earlier the idea about it's not just the leader who makes the change, but you talk about mapping a system. People have a system, including their family and others, that they carry along with them. So how can a leader assist the families and others in their system to move ahead, and it's all about change. So what change management principles would you say apply during these transitions?

Mark: Well, I found the model that I became certified in a few years ago. William Bridges is the person who developed it, and his work about individual transition and organizational transition, and his book "Making the Best of Transitions" is now in its, at least when I had looked this up, its sixty-seventh printing and about six hundred thousand people have purchased the book. What I like about it is it's simple and you can talk about it at home. You can talk about it at work to your team, and you can talk about it culturally, and I'll give you an example of that in a moment. Some of you are familiar with his work so I'm not going to, in the interest of time or to shortchange anything, I'm just going to go over it very quickly.

His point is the transition is a psychological process, recognizing endings, going through an interim period, which he calls the neutral zone and hopefully arriving at new beginnings with a new commitment. The transition is something old stops and something new begins. Just to take a leadership change is an event you can describe with who, what, when, where and why. A transition is something that happens internally and happens emotionally. It involves feelings of loss, letting go. What did I like about the old job I don't have in this one? Did I have a sense of security? Did I have a sense that I could manage my own destiny and manage my time and now I can't?

To be able to recognize those things is part of being able to move to that in-between time and come to the new beginnings, which is really feeling and being with it, that it's a new chapter and there's renewal.

In this first stage, it's recognizing that there's going to be a loss of identity in the new role. Since one of the major reasons for failure is not being able to let go of the old role, it's a perfect connection. You have to let go of the old role before you can truly be in the new.

Seven transition principles from Bridges: You have to end before you begin. Begin between the ending and the beginning. There's a hiatus, a time in between trapezes that this hiatus can be creative. It can be developmental. It can be a source of renewal. People go through transitions at different speeds. I find this especially helpful in coaching individuals to see what speed they are going through that transition. Are they still talking about (inaudible 38:23) or in the workplace. "When I was with so and so, this is what they did and it worked." That's all, to me, evidence of, "I haven't let go yet. I'm not actually here. I'm going to tell you about what happened before, say why it doesn't work here and that's as far as it gets." It's carrying unfinished business.

I just want to give an example before I move on here of how this transfers. I did an on-boarding project for a country manager in India. Part of that was going to New Delhi and meeting with his leadership team. He and I spent some time about what would transfer. As we got into the Bridges model - endings, beginnings and neutral zone - you have a cultural (inaudible 39:09) that's immediately accepted. That's another way for almost a reincarnation coming up from the ashes or coming into the new role.

I find that a change management model, change management can be awfully fact-based. I think that if we're talking about the significant other and family and the individual, we're best to go to a transition model and something very straightforward like these steps. What's changing, what's not changing for you, your team and for your family?

Kathy: Right. Especially when you think about - I don't want to think just going to other countries because I know people on the call may not have that in their experience. But also in corporate America, since we're talking in the US at this point, people move, families move from place to place and they leave behind people, places, pets, possessions, the four P's. I was a military brat and it was kind of the attitude to keep a stiff upper lip, you keep forging through it. The kind of model you're talking about helps people through that.

Mark: I think also, with my experience talking to family members, they don't want to see a (inaudible 40:26). They're not interested in, "Here's the six principles and five strategies." They're looking for something, typically, moving into a new role, they appreciate being able to talk about what's changing. They're moving to a new city. The fact that you know in the next three months, you're not going to see much of me because in this role, in the first month I'm going spend two weeks flying around and talking to customers. I'm going to be out with my global team. That way, if the family has the chance to prepare up front, they're going to be more supportive because they've been more involved in the situation so far.

Kathy: We are getting so involved in this discussion. I'm watching the time go by and I know there is so much more that you would love to share. I think this might be a good time to switch into how an organization can administer An Ounce of Prevention. We've talked about the individual. We've talked about families, stakeholders. The organization has a role as well. I often find in working with executives that it feels lonely at the top. It's not all up to them. They don't have to solve it all. What would you say about how an organization can administer An Ounce of Prevention?

Mark: A couple of examples, Kathy. I think one that is becoming more and more apparent as companies are focusing, you're seeing titles like On-Boarding Coordinator, Director of On-Boarding. You're seeing it getting built into succession planning process. It's not enough to just choose the person, knight them on the shoulder and say, "Now you're ready. Go into that role."

There's an awareness. I think what's happening is people

are connecting to not only the data. There's a lot more data out there. They're connecting to their own experiences. I'll give you an example of an intervention in a technology company. This was a local company. It had just gone through a merger in name, but not in action. They realized that one of the ways for them to really move to the next level and accomplish what they intended to accomplish with the acquisition would be to focus on the leadership team and specifically moving leaders into new roles. That was going to be a tremendous asset to them.

They implemented a 360 degree feedback system, did debriefs with past team members and current team members. They took time beforehand to work out what exactly were not only the performance objectives - because as you recall, that's one of the major reasons for failures. People are unclear about what their objectives are. One of the areas the conference leadership board identified in one of their major surveys in the recruiting round table was the number one area that companies can move the needle is to communicate performance objectives.

I think it's the other step. What are the performance objectives in the first ninety days? What are the two or three critical wins that are small enough to win, big enough to matter? To apply that to An Ounce of Prevention, in the next broadcast in the series, we talk about the first thirty days. We're going to pull the thread through on planning to application.

This is where companies step back and say, "Before we make this offer, before we screen this candidate, let's identify what it's going to take to be successful right up front so we can use it in our screening criteria. We can communicate with the person that's interested in the position." They include it in their due diligence. Then during this Ounce of Prevention period, they can start to think about a plan. Its been starting from day one. "Gee, what's it going to take for me to get a good foundation here and a good start?"

Alignment is critical to start planning in advance what the person's first few weeks are going to be like. Some people will sit back and say, "The company will know best. I'll wait until the first day and find out." The other - and (inaudible 44:46) George Brant's work in "The

Hundred Day Action Plan", he talks about seizing control the first day. That's an emotional (inaudible 44:59), but I think it really brings that notion that this is the opportunity for the individual to say, "Okay, I'd like to plan the first week. Let's talk about the stakeholders. Let's talk about some of these things. Let's connect some of these dots so we can do that." That will help build that momentum.

Then I would say in the peer community, again, to take as a learning cohort leaders who have been in the role for less than ninety days or less than a year and bring them together and talk about the challenges. Talk about some of the lessons learned and what some of those (inaudible 45:34). Peer learning, individual assessment and then taking control of what that critical first period is going to be like by getting things nailed down as much as it's possible at any organization, getting that nailed down in the first part of it.

Just a couple of questions. I know we're running short on time, but I think it's interesting for managers to reflect on this. These are things that typically, "Tell me about a situation where you were assigned as a new manager." What did that manager do effectively in the first few weeks? What could be improved? What support did you receive from your organization during your last transition to a new assignment? I'd have to say this is still where seventy-five percent of the answers are. I received an awful lot of -

What support would you like to start, continue or set aside during your next upcoming transition? We're kind of connecting the individual needs of the new leader to what the organization can provide. Were you able to reach the level of contribution you expected in the first ninety days? Why or why not?

This is a little bit of a trick question, I must say. What personal, professional or business value would have been created if the transition process was more efficient? What were some of your lessons learned?

To go back to the organizational piece, again, help the individual build leadership transition competencies. Help groups of leaders build those competencies. That means identify them, do an assessment, help the

individual build the strengths and avoid the potentially fatal flaws. Don't try to fix everything. You made this point earlier, Kathy. The Renaissance Person Model is not the dominant model in leadership development. Avoid the fatal flaws and build the strengths and use organizational measures to compensate for that.

Look at the current process and look at the numbers. I find very often with clients, I'll use an analysis piece, just a short analysis. How many people in new roles, what the cost of turnover in the new roles, what's your actual percentage of failure. Organizations sometimes find that they're facing million dollar risks and they're throwing quarters and dollars, meaning they're not investing in it at all or they're underfunded. By quantifying the cost of failure, you as an individual in your organization also then are making the case for investment. I think that's really critical. You're looking at the current state and that helps you get a baseline. Then you can improve with the organizational methods you (inaudible 48:22).

Kathy:

You're also raising the idea of starting with the end in mind. You create a baseline and you're going to be measuring your return on investment because you have a clear idea of where you want to go. I know so often in organizations, as I was listening to these questions that you were asking and thinking how I might answer them myself, I didn't get the big picture. Where I was successful in the first ninety days is when I took the initiative myself. When I asked all those key questions that you're asking, one of them being, "What are we trying to create so that we can go back and with these measures be able to say this is where we got and this is why, because we paid attention to all these critical pieces along the way."

Mark:

Just to add, too, I am fortunate enough to be a member of the Human Capitalist expert advisory panel on career transition and comprehensive on-boarding. BBM, who sponsors the career transition, talks about five actions for the organization. Resolve administrative issues ahead of time. Very often, there's a technology solution there. Communicate or announce the arrival of the person and put in the business case for why they're in there. Not Joe will start at who, what, where and when, but including the why as well.

Scheduling the stakeholder meetings, preparing the team for the leader's arrival and delivering training for managers and new hires and transfers. While they say training, I would add that it is that training and what are the competencies and what you do now in this new role. For the individual, read more about customers of the organization. Find external observers who can help you provide some of those data points. Compile your initial setup questions. Hopefully, as your leadership competency, your transition competencies improve, those are a lot of questions you will ask during your own due diligence in a new role.

Kathy: There are definitely a lot of things I'm hearing. I, of course, know from my own experience that people can do as they learn that they're going into a new role, whether it's in their own organization, to a new organization or somewhere else in the world and they really have given us a full range of what the individual can do, what the group can do, the organization can do. I know I'm coming away from this call with a lot of new ideas and renewed enthusiasm for the kind of work that you and I do with the teams and organizations.

Mark: Let's talk about that, Kathy, as the call kind of winds down here. Certainly, we all do individual coaching. I have a group of new leaders that is a six-week offering where they have a chance in a confidential way to mentor each other. There's individual calls, etc. Certainly, workshops are very important, either virtual workshops, on-site workshops, management briefing, keynotes, leadership transition process consulting. There's a number of ways that organizations can push on this. There's also a number of ways they can accelerate the time it takes to do that.

With our group here that's on the call, it looks like we won't be able to get to the questions and answers, unfortunately. We tried to wind some of them into our text. You'll be receiving a follow-up e-mail that has the recording. It'll be available on mine and Kathy's sites once we have it polished up a bit, but we will have the file available on CD at your request or MP3. We also have, next week, Engagement Journeys with Martha Finney. We'll be talking about really moving things ahead from day one. How do you build that employee brain from day

one?

May 27th is the next feature in this series, which is Navigate Around the Rocks: Alignment and Assessment Imperatives During the First Ninety Days in a New Role. I'll really be focusing on the first thirty days. All behavioral change begins with an awareness of your strengths and areas for improvement. Effective leaders apply these insights to create tactical and strategic action plans and improve their choices. That's something that people relate to, too, isn't learning new books, but it's improving choices and that combination. Kathy, you have an offering coming up, too.

Kathy: Right. In part of this teleseminar series, on July 15th, I would love to see you and hear you all out there on the topic of launching, accelerating and turning around global and virtual teams. In our modern world, it is a reality that we are often not all in the same place at the same time or from the same culture. Even within our own countries, we have such a mix of cultures anymore that it adds a certain complexity to how we do work. A new leader can certainly have preparation, as Mark's been talking about, to be able to launch the team well. Coming into a troubled team I've seen many times and had to turn that around. I'm looking forward to that.

Mark: Great. Again, we appreciate your attendance on the call. I apologize for not getting to the Q&A. I think this tells me for the next call to have the pacing a little different so we have that time. However, both Kathy and I have our contact information from the newsletter. You can also go to MarkWalztoni.com. We actually have my contact information from e-mails. Kathy, can you give your contact information here briefly?

Kathy: Certainly. You can reach me at my website. It's KTGlobalAssociates.com. My e-mail is Kathy@KTGlobalAssociates.com. That link is included on Mark's website and in his newsletter.

Mark: There's a lot of materials available. We'd be happy to answer any of your questions. Again, we will be sending you another e-mail that has this report, so there's always a time. I hope you can tell that Kathy and I are true believers in the sense that we believe that there's really a difference to be made here and the cost of

leadership failure is not only not achieving company objectives, but there's personal cost in terms of career derailment. There's family cost, moving to a new place that doesn't work out. There's also team cost because teams want leaders who are successful. Again, I'd like to thank you for joining the call and I look forward to you being a continuing part of our New Leader Journey community. Thank you.