

A Fifteen-Year Partnership with a Fortune 100 Diversified Healthcare Company

The Challenge

In 2000, the client—a Fortune 100 diversified healthcare firm—was facing unacceptable losses of high-potential leaders. If this issue persisted, the company would not have the talent necessary to meet growth plans. The company engaged Genesis Advisers to study the company's leadership pipeline and make recommendations on how to strengthen it. Based on the results of this study, Genesis Advisers was commissioned to design a company-wide program for accelerating leadership transitions at the Director and Vice President levels.

Later, the scope was expanded to include support for leaders at the Manager level and targeted support for high-growth parts of the organization, including work with senior executives and their teams.

The Solution

Based on the initial need, Genesis Advisers developed a **2-day Leader Acceleration Workshop**, which mixed leaders who had been promoted with those who had been hired from the outside. During the workshop, participants engaged in interactive exercises, including peer coaching, company-specific case studies, and experience sharing. Genesis Advisers delivered the workshop over 150 times in 7 countries. Between 2000 and 2013, the workshop design was updated five times based on Genesis Advisers' research and feedback from participants and facilitators.

In 2004, at the recommendation of Genesis Advisers, the client began to offer **Acceleration Coaching** to executives at the Operating Company President and Vice President levels. The goal was to make transition acceleration available to more senior executives who could not attend the two-day workshop. In 2012, after an in-depth evaluation process involving more than 100 companies, Genesis Advisers was selected as one of five preferred global coaching providers. Since the 2013 launch of the client's executive coaching offering, Genesis Advisers has coached executives globally.

Beginning in 2011, Genesis Advisers designed and delivered a **1-day Acceleration Workshop** for leaders at the Manager level. This program, similar in design to the 2-day workshop, was offered at specific company sites where there was a concentration of managers in transition. After the initial deliveries in the United States in 2011, the workshop was rolled out in an additional 6 countries in Europe and Asia. A Mandarin version was created for use in China to help support the client's high rate of growth in the Asia-Pacific region.

Starting in 2012, Genesis Advisers began running **Team Acceleration Workshops** for executives in transition. Whether facing new leadership, new team members, or a redefined, post-change mission, this workshop rapidly brings a team into a state of higher functioning. For example, the

new head of the Pharmaceutical sector in EMEA wanted to speed up the process of aligning her team and fostering successful teamwork. A senior Genesis Advisers consultant worked with the leader to define the session objectives, select pre-session leadership style and team role assessments, conduct interviews with the participants, and design a highly successful 1-day session. To date, more than 30 such workshops have been delivered with consistently outstanding results.

In 2012, Genesis Advisers designed and delivered the first **Technical Professionals Integration Workshop** at the company. This workshop was created to help accomplished scientists, engineers, and physicians onboard successfully into a commercial environment. These are highly valuable resources who often have worked only in research or clinical settings and who can struggle when entering more commercial environments. Genesis Advisers designed a customized 3-day program that combined leadership and work style assessments; familiarization with company operations, processes, and culture; training in teamwork and effective influence; and support for creating personal transition plans. This workshop has been run up to 3 times a year since 2012 and has been specifically designed to support the client's transitioning physicians.

Beginning in Spring 2016, the client will implement **The First 90 Days Online**, an 8-module, LMS-based system that combines eLearning and performance support tools to guide leaders in the creation of First 90 Days transition plans. The client plans to pair The First 90 Days Online with virtual coaching to support VP-level leaders taking on new roles.

Results

The client's extensive use of Genesis Advisers coaching, workshops, and eLearning system highlights our expertise in designing solutions to accelerate leaders at all levels in organizations. The client conducted independent research that has validated the power of our approach. This study, commissioned by the client and based on 125 interviews with participants, highlighted the positive impact of our work:

- Average reported improvement in performance of 40% for transition coaching and 38% for transition programs
- Conservative estimate of economic benefit (based on salary costs only) of \$141K per participant for coaching and \$81K per participant for programs

The study concluded that, *"Leader transitions are high risk points with significant cost implications. This study revealed that the leader transition programs appear to be quite effective at enhancing leader performance during these challenging periods."*

Genesis Advisers Products

All of Genesis Advisers' solutions are designed by Dr. Michael Watkins and based on The First 90 Days Toolkit and Transition Roadmap™, a proven framework for identifying key organizational and personal challenges and building robust plans for creating momentum in new roles. Our solutions are based on more than fifteen years of research and practice, and we offer transition support for leaders at every stage of the leadership pipeline, as well as teams and organizations in a post-change environment.

Specific products used by this client:

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| <p><i>1-Day Leader Transition Process</i></p> | <p>A 1-day transition acceleration program designed to provide support and direction to leaders at all levels who are onboarding, being promoted, or moving laterally or geographically. Workshop participants actively engage in creating their First 90 Days plans as they learn to make more strategic transitions in the future.</p> |
| <p><i>2-Day Leader Transition Process</i></p> | <p>A 2-day intensive transition acceleration program is designed to provide support and direction to transitioning leaders at the manager level and above who are onboarding, being promoted, or moving laterally or geographically. In addition to creating their First 90 Days plans, workshop participants build leadership competencies necessary for successful management.</p> |
| <p><i>Acceleration Coaching™</i></p> | <p>An intensive 1-on-1 coaching process focused on helping newly hired or promoted executives diagnose their situations, define their core challenges, and design their 90-day action plans. Coaches act as both business advisers and developmental resources.</p> |
| <p><i>Team Acceleration Workshop</i></p> | <p>A 1- to 2-day workshop designed to turn any new team into a high-functioning team. Whether facing new leadership, new team members, or a redefined, post-change mission, this workshop will rapidly bring a team into a state of higher functioning.</p> |

***Technical Professionals
Integration Workshop***

A 3-day workshop to transition highly-accomplished technical professionals (scientists, engineers, physicians) from research and clinical settings into the commercial environment.

***The First 90 Days®
Online***

An 8-module system covering the key elements of the Transition Roadmap. Leaders learn to accelerate their learning, gain alignment with their bosses, establish direction, secure early wins, and build supportive alliances. As they experience the modules, leaders create downloadable transition plans that they can share with supervisors, mentors, and coaches.

Contact Us

To learn more about how these solutions and others could be implemented at your organization, please [contact us](#).