



CASE STUDY #1

THE UNREADY EXECUTIVE

THE SITUATION

A senior executive makes an unexpected decision to retire with little notice, forcing the company to exercise its succession plan. The chosen successor is well-tenured, loyal, hard-working, likable and has strong technical skills, but she lacks leadership skills and executive presence. In particular, her team expresses concerns for unscalable micromanagement and poor interpersonal skills. Similarly, her peers question her scalability, efficiency, strategic thinking and communications skills.

THE CHALLENGES

- Reconcile perception with reality...quickly.
- Create a base plan for personal development by gathering the facts and putting them in context.
- Develop a personal development plan that addresses all gaps for quick results and scalable growth.

STRATEGIC RESPONSE

- Determine her full potential, cultural fit and leadership potential (UPSIDE), personal drivers and motivation (INSIDE), and potential behavioral derailers (DOWNSIDE).
- Conduct a 360 survey to compare her self-awareness with the opinions of her team, peers, other executives and her executive leader.
- Implement an actionable, priority-driven plan, and walk alongside her implementation until she achieves self-management of the plan.

RESULT

Measurable improvement in recognized skill gaps

In less than 120 days, executive management, her team and her peers recognized a change in attitude, behavior and results, which is proven in a follow-up 360 survey.

Improved team engagement and satisfaction

Her executive presence is becoming more firmly-established. She's more confident in delegation, more sensitive and effective in team dynamics, and her team is more deeply engaged, which is proven in a follow-up 360 survey.

Appreciation for investment and greater confidence

As she becomes more confident and effective in her leadership, word is spreading that the company will invest in equipping, enabling and energizing future leaders to be ready for the next opportunity.

CONCLUSION

A succession plan without individual skill gap analysis, behavioral assessments and personal development planning is simply a replacement plan. Is your bench ready to step-up to greater challenges?

[SEE OTHER CASE STUDIES](#)

[VISIT FITZGERALD MSI](#)

[REQUEST MORE INFORMATION](#)