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Context to the nugget

Michael speaks about what it takes to get leaders to allocate mind-space to their transition while they are settling into a new context. He strongly suggests that we start working on transitions early (even before the leader comes in) so that it feels like a natural part of settling in rather than a separate list of things that one needs to do and as a potential distraction to the job at hand.

Transcription

Deepak Jayaraman (DJ): What have been your experiences in leaders creating the mind space to be thoughtful about transition as they settle?

Michael Watkins (MW): I think it's one reason that I believe it's critical to start working with leaders early in the transitions before they get too deeply and because often they end up in the situation where they feel like they are too busy to plan their transition and too busy to plan your transition is a potential death spiral so you don't want to do that and so the same time transition support should be something extremely you need to do which should make you more efficient it's should help you gain deeper insight and so what I find is if you start working with people early idea will before they are even the role you can very quickly establish the value of its becomes integral to the transition process and not some extra task that you need to engage in and that's the biggest point I think I make about this really is that get going early, focus early, engage in some early planning and then I think also to your point even a little bit of popping your head up occasionally and saying what's going on go to the euphemistic balcony give some thought to it check in with your coach and about how did you going. It's just lets people crystalize their understanding a work there are up against to be a little bit more plan from above what to trying to do. But what you are describing is a very common reason why people don't get this kind of support can't. Gosh I am just too busy and that is a fundamental of misunderstanding of the value getting help to accelerate your transition.

Reflections from Deepak Jayaraman

DJ: If I may add to the point that Michael makes on starting early during transitions, the other element to bear in mind here is that building trust is also an organic process and it takes time. When I work with a leader in transition, starting when the leader has accepted an offer also ensures that I have the time to build trust with the transitioning leader and with the organizational ecosystem. This often comes in handy when the leader joins the organization, you are able to unearth the next level of insight when you talk to the people in the organization and you have the influence in the system to help drive change if required.

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End of nugget transcription

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Michael Watkins - Nuggets

- 45.00 Michael Watkins - The Full Conversation
- 45.01 Michael Watkins - ROI of transition support
- 45.02 Michael Watkins - Creating the mind-space
- 45.03 Michael Watkins - The Transition timeline
- 45.04 Michael Watkins - Fit for purpose feedback loop
- 45.05 Michael Watkins - CXO to CEO transition
- 45.06 Michael Watkins - Warrior to diplomat
- 45.07 Michael Watkins - Leading former peers
- 45.08 Michael Watkins - When a promotion may not make sense
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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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