

# leaders in transition

Integration Efforts Fall Short and Challenges Run Deep

Egon Zehnder + International Executive Panel

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**EgonZehnder**

*executive survey*

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International Executive Panel on Leaders in Transition reveals Integration Efforts Failing to Meet the Needs of Senior Leaders. Interpersonal and Cultural Issues are among the Top Challenges in Assuming New Roles.

In the spring of 2013, Egon Zehnder invited executives from around the world to participate in a leadership survey on executive integration and how well organizations meet the unique needs of transitioning executives. More than 500 executives took part and agreed that more support is needed for transitioning leaders.

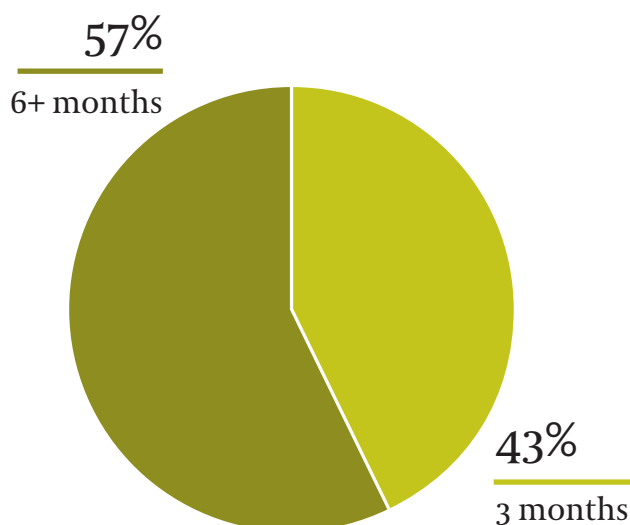
## Integration Support Lacking

Onboarding processes are still not provided to most leaders assuming new roles, despite the difficult nature of transitioning leadership responsibilities. 57% indicate that it took six months or more to reach full impact in their last new role.

**30%** reported receiving integration support for a new role

**81%** of those who received integration support felt that it was beneficial

Time needed to effectively assume last new role

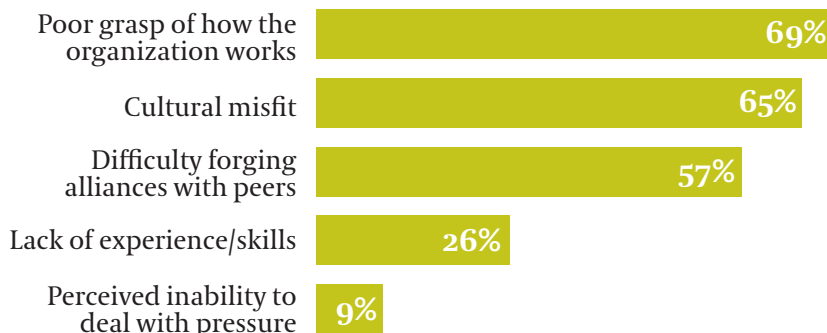


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## “Soft” Challenges Have the Greatest Impact on Leaders

Even executives fully qualified for a new role in terms of skills and experience can be negatively impacted by the “soft” challenges of forming new bonds and grasping a new culture’s unwritten rules - areas where many executives would welcome additional support.

*If an executive struggles in a new role, what do you think are the main reasons?*



## Onboarding Support Before Day 1

74% of the 588 leaders in the study agree that integration support is most helpful when it starts before Day 1 in a new role.

74%

## Leaders in Transition Want More Extensive Support

The 30% who received integration support would have welcomed more support relative to networks, team dynamics, culture, and feedback.

*What kinds of integration support did you receive?*



*What kinds of integration support would have been desirable?*



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## Leaders in Transition Want More Extensive Support

*What would have rapidly enabled you to be more successful?*



### Providing More Help to Leaders in Transition is a Clear Win-Win for Organizations

On the whole, the findings of this study suggest that most organizations could do substantially more to address the full range of critical needs of leaders as they transition into new roles. Executives worldwide say they would benefit from formal support that reaches beyond the practical and logistical aspects of assuming a new role to address the cultural and interpersonal challenges that most frequently slow transitioning leaders' journey to full impact – often at great cost to the organization. The more that is expected of newly arrived/newly promoted leaders, the greater the business imperative to ensure their rapid, successful integration into each new role.

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