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Chief Transformation Officer Transition Lab

**The Chief Strategy
and Transformation
Officer Program**

An immersive experience to map the next six months of your journey

Transformation is no longer perceived as a discrete response to individual events. Instead, it has become an enterprise capability engrained in the DNA of every organization to enable continuous and effective change. Successful organizations recognize the need for an “always-on” transformation capability. Dedicated transformation leaders (e.g., Chief Transformation Officer, VP of transformation) with a persistent transformation management office (TMO) have become increasingly commonplace and critical to driving this enterprise capability.

The Chief Strategy and Transformation Officer Program brings together a multidisciplinary team of Deloitte leaders and experienced professionals to help executives get ahead—and stay ahead—in the face of growing challenges and demands. Whether you are a new or seasoned transformation executive, whether new in your organization or role, or if you simply need to pivot to meet evolving business demands, the Chief Strategy and Transformation Officer Program can help you prepare for your specific transition.

The Transition Lab is an experience designed to help transformation executives hit the ground running and develop a plan for success. The Lab agenda focuses on the three most important resources these executives must manage: time, talent, and stakeholder relationships.



Deloitte’s Executive Transition Program conducted research with hundreds of executives from Fortune 1000 companies and has delivered over 3,000 transition labs to date. Our research uncovered hidden insights about why transitions succeed, and why they frequently fail. The Chief Transformation Officer Transition Lab has been built around proprietary research Deloitte has done to capitalize on those insights, and culminates in a plan for you to:

- Define and communicate your **priorities**
- Assess and develop a **talent strategy**
- Understand and influence **key stakeholders**
- Develop an **action plan** for your next 180 days

Examining your focus on time, talent and relationships

From juggling unexpected demands to shaping the right team, our research found that new transformation executives are faced with many obstacles as they transition into their new leadership roles. Our Transition Lab agenda is focused on the three most important resources a leader must manage as clear drivers of success (or failure) in every transition: time, talent, and relationships.

Resources

In the Lab...



Time

Crushing new demands will be made on your time, and you must treat it as your most valuable asset. What are your priorities, where do you want to spend your time, and how will you enforce that?

We will help identify your forward-looking priorities and classify the urgency and importance of each.



Talent

Accelerating the capabilities of the talent on your team helps to drive better value and allows you to re-allocate your time, for the best use of your time. Often, the executive's biggest regret is not moving fast enough on his or her talent challenges and opportunities.

We will examine capabilities and bandwidth of direct reports, as well as the scope and efficacy of reporting relationships.



Relationships

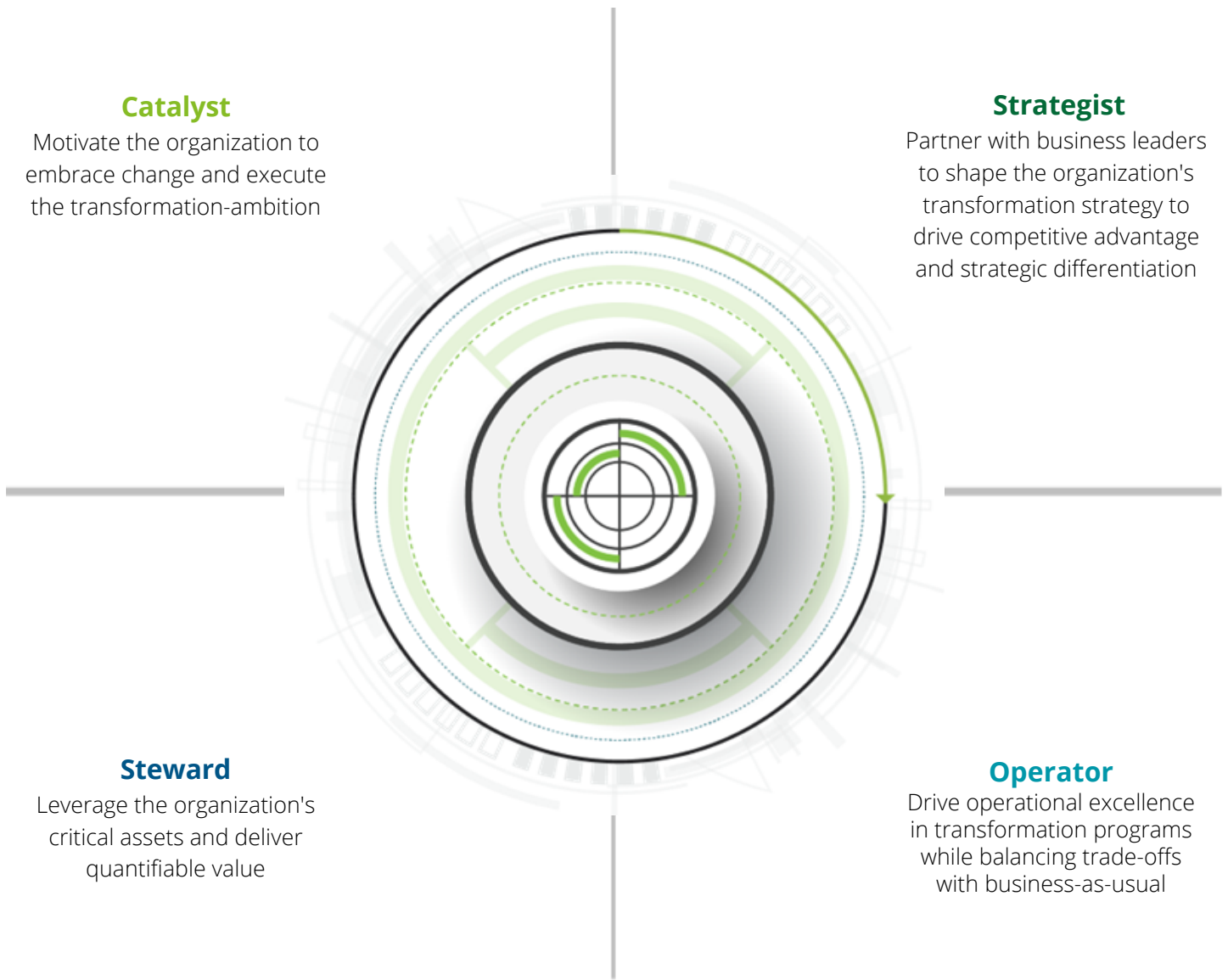
Strategy executives who didn't make time to cultivate critical relationships later found those people became stumbling blocks. Who are your important stakeholders, and how will you communicate with them?

We will focus on the strengths of specific relationships and influence strategies important to a strategy executive's ability to achieve the priorities.

As a result, we will support the executive in the Lab to create a 180-day action plan with specific milestones.

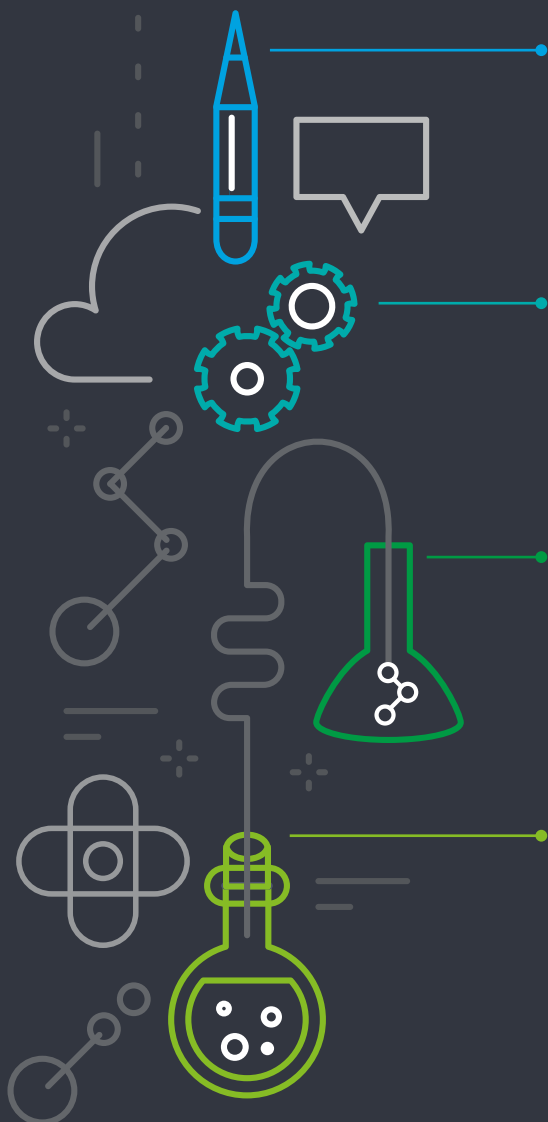
The Faces of the Transformation Leader

As a Chief Transformation Officer, there will be endless demands on your time. Successful executives determine early on how to balance their time and energy across the below critical roles.



Given specific company and industry considerations, as well as your view of your team's needs, we will work to help define your intended stance across the roles of the transformation leader, including your current and ideal time allocation.

Your time in the Transition Lab



Hopes, fears, and legacy ... Start with your aspirations

To leave your mark, you first need to identify your goal. It starts with aligning where you want to go with where the organization needs to be in an unbiased environment.

The faces of the Transformation Executive ... Consider where you spend your time

There will be endless demands on your time. The most successful transformation leaders determine early how to balance their time and energy across critical roles.

Talent and skills ... Assessing your team

Getting to the heart of talent issues quickly is at the center of every transition success story. Figuring out the team members who will advance your priorities is critical and needs to occur in an unbiased environment.

Stakeholder analysis ... Examine relationships and influence

From managing relationships with key stakeholders to those within your organization, success will come from having a plan. You need to connect with and establish relationships with people who matter right away. Consider how you can further their agenda, as well as gain their support for tackling your biggest challenges.

Moving from intent to action

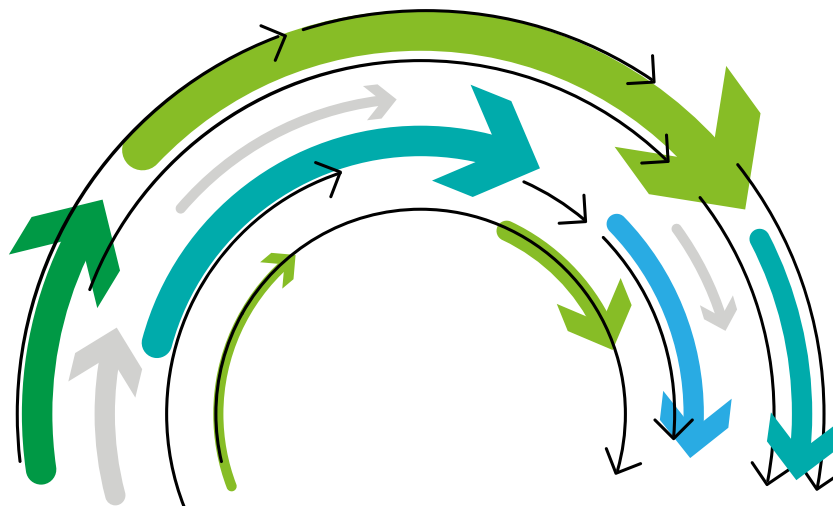
Your Lab experience is designed to culminate in the creation of a 180-day plan, custom built around the top priorities you identify in the Lab. Key inputs into this plan include the actions and activities you identified as critical to help you build the right team and cultivate the support of your stakeholders.

The plan will include relevant organizational milestones as well as early wins and issues that require urgent attention. It will also lay out long-term priorities important to the success of the organization and your legacy as a Chief Transformation Officer.

To start planning your Transition Lab experience, please work with your account team, or contact:

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About Deloitte's Chief Strategy and Transformation Officer Program

Strategy and transformation leaders hold some of the most challenging roles to define and to succeed in. Deloitte has a deep understanding of the challenges faced by strategy and transformation leaders and provides unique guidance for Chief Strategy Officers and Chief Transformation Officers transitioning into the role, setting up their function, influencing key stakeholders and shaping the enterprise agenda

For more information about Deloitte's Chief Strategy and Transformation Officer Program, visit our website at: www.deloitte.com/us/chiefstrategyofficer, or contact us at: CSOProgram@deloitte.com

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