



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

As the role of the Chief Strategy Officer and that of strategy as a corporate function continue to evolve, CSOs are gaining an increasingly important role in the C-Suite. Yet, the Chief Strategy Officer (“CSO”) role can be one of the most challenging to define and to succeed in. Unclear expectations, internal corporate inertia, and thin resources are all challenges CSOs have historically faced, despite the role often being an important contributor to a company’s competitiveness and ability to spark long-term growth.

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 strategy executive, whether new in your organization or role, or if you simply need to pivot to meet evolving business demands, the CSO Program can help you prepare for your specific transition.

The Transition Lab is an experience designed to help strategy executives hit the ground running and develop a plan for success. The Lab agenda focuses on three important resources these executives have to 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 Strategy 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 strategy executives are faced with many obstacles as they transition into their new leadership roles. Our Transition Lab agenda is focused on three important resources a leader has to manage as drivers of success (or failure) in every transition: time, talent, and relationships.

## Resources

## In the Lab...



### Time

Crushing new demands will likely be made on your time, and you should 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 can help drive better value and allow you to re-allocate your time, for the best use of your time. Often, an executive may regret 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 important relationships later found those people became stumbling blocks, according to our research. Who are your important stakeholders, and how will you communicate with them?

We will focus on the strengths of specific relationships and help 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.

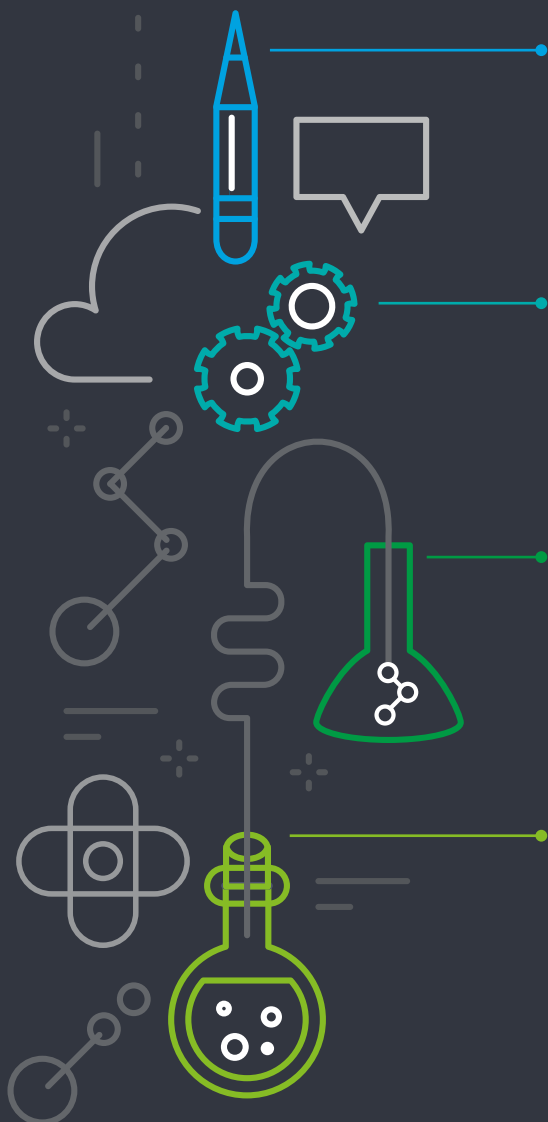
# The Six Faces of the CSO

As a Chief Strategy Officer, there will likely be endless demands on your time. Successful executives determine early on how to balance their time and energy across six 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 CSO, 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 should identify your goal. It can start with aligning where you want to go with where the organization needs to be in an unbiased environment.

## The six faces of the Chief Strategy Officer ... Consider where you spend your time

There will likely be endless demands on your time. Successful CSOs determine early how to balance their time and energy across six critical roles.

## Talent and skills ... Assessing your team

Getting to the heart of talent issues quickly is at the center of many transition success stories. Figuring out the team members who will advance your priorities is important and should occur in an unbiased environment.

## Stakeholder analysis ... Examine relationships and influence

From managing relationships with key stakeholders to those within your organization, success can come from having a plan. You should 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 important to help you build the right team and cultivate the support of your stakeholders.

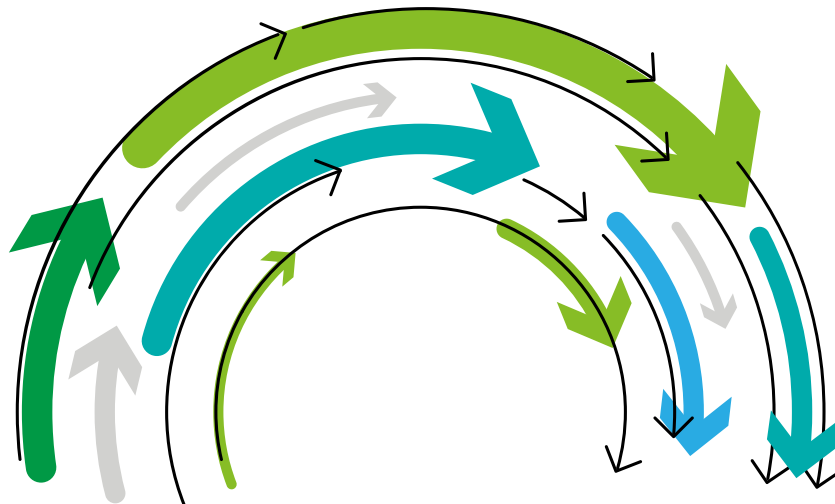
The plan will include relevant organizational milestones as well as early wins and issues that require urgent attention. It will also lay out long-term priorities important to the success of the organization and your legacy as a Chief Strategy Officer.

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

**Gagan Chawla**  
**CSO Program Director**  
gachawla@deloitte.com

**Nick Jameson**  
**CSO Program Lead**  
njameson@deloitte.com

**Brett Weinberg**  
**CSO Program Experience Director**  
bweinberg@deloitte.com





#### **About Deloitte's Chief Strategy and Transformation Officer Program**

The role of the CSO and the role of strategy as a corporate function continues to evolve, as CSOs are getting an increasingly important role in the C-Suite and are expected to set the short- and long-term direction for the business. Whether you seek to build your strategy function, enhance your organization's strategic planning capability, or pursue a specific growth mandate, we can leverage our long heritage in strategy and a range of proprietary tools to help you succeed.

Contact: [CSOProgram@deloitte.com](mailto:CSOProgram@deloitte.com)

Website: [www.deloitte.com/us/chiefstrategyofficer](http://www.deloitte.com/us/chiefstrategyofficer)

#### **About Deloitte**

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of DTTL and its member firms. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.