

# LEADERSHIP AND TEAM TRANSITION DURING ORGANIZATIONAL RESTRUCTURE



## THE CHALLENGE

The client is the regional organization of a global leader in large-scale design, engineering and construction, building some of the most iconic structures in the world. They previously partnered with ProjectNext Leadership to redesign their succession planning processes and leadership development strategy. The following year, they reengaged with ProjectNext Leadership to accelerate a large-scale transition of their top 25 leadership roles as part of a reorganization to a matrixed structure.

Their challenge was to ensure that they and their teams quickly became high performing and worked effectively within the new organization.

“I want to extend a sincere thank you for the great work you did with the team. The outcomes were very positive, and our leaders appreciated your approach.

– Chief People Officer





## THE PARTNERSHIP

ProjectNext Leadership partnered with the client to work with their leaders both as individuals and teams.

Our engagement/partnership included:

- ↗ **Executive Accelerator:** Conducted an intensive joint accelerator for the new Regional CEO and COO. They were able to jumpstart a new partnership, build trust, and establish how they'll work together to effectively lead the organization.
- ↗ **Executive Offsite:** Designed and delivered key components of the senior team offsite to launch the new organization. The 10 sessions focused on: priority alignment, relationship and trust building, becoming high performance teams, leading inclusively, and change leadership.
- ↗ **Transition Accelerators:** Designed and delivered group onboarding sessions with senior leaders to craft comprehensive plans for success in their first 6 months in the role. Participants identified strengths and areas of opportunity related to their new role, defined priorities, created a stakeholder strategy, planned a 'listening tour' to learn from their new team members, and prepared and practiced their leadership introductions.
- ↗ **Ongoing Coaching:** Provided executive coaching for 15 senior leaders, including the Regional CEO and COO, to ensure success as they transition into their new roles.



## THE IMPACT

**Our partnership with the client has accelerated the success of this major leadership transition. Specifically, the leaders gained:**

- ↗ Increased understanding of the interdependencies, responsibilities, and decision-making roles within the new matrixed organization
- ↗ Stronger working relationships, increased trust, and more effective ways of working within teams
- ↗ Clarity on their priorities and stakeholders, allowing them to more quickly be productive in their new roles
- ↗ Deepened self-awareness of their own leadership strengths and opportunities, and how they can leverage and manage those in their new role
- ↗ A broader sense of community and belief that they are not alone in their challenges

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Thank you for the work that you've put in. I have had good feedback about the quality of the sessions. I am inspired!

– *Regional CEO*