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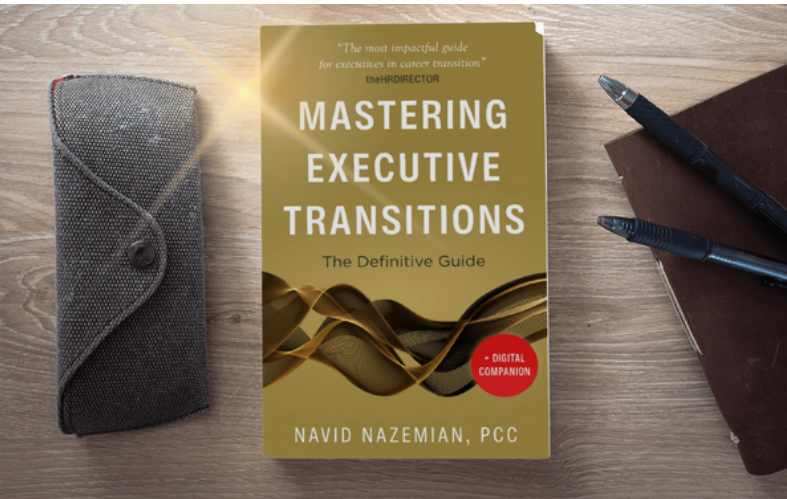
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TEASER

Pre-covid research proves that **executive transitions are risky** with **40% failing during the first 18 months**. New executives often require six+ months to break-even productivity levels. The global pandemic coupled with #thegreatresignation has further intensified the risk of a rocky start, so executive transitions are **even more challenging** now. **#MasteringExecutiveTransitions** distills key insights, guidance and coaching for maximizing leadership impact.

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TESTIMONIALS

“The compendium book on transitions, a critical topic in these days of uncertainty & change.”



”

Dave Ulrich

Professor University of Michigan & Partner, The RBL Group

“Provides brilliant insights on what makes successful careers.”

”



Dr. Hannes Ametsreiter

CEO, Vodafone Germany & Group ExCo Member, Vodafone Group

“The ultimate guide to executive transitions to help leaders achieve their highest potential”

”



Dr. Marshall Goldsmith

Thinkers50 #1 Executive Coach & NYT bestselling author



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A BRIEF SUMMARY OF THE BOOK'S 14 CHAPTERS

The first part of the book looks at the **Foundations of executive transitions**. Where did it all begin, why onboarding frameworks can be useful, why care about the topic right now, and what the true definition of an executive transition coach is.

The second part of the book explores **Challenges & Failures**. We will look at existing organizational onboarding frameworks, what gets in the way, and what is the true cost of failed executive transitions. We will conclude this part with common executive transition challenges.

In the third part of the book, we will look at **how executives can move Toward Transition Mastery**. First, by looking at why getting executive transitions right makes a compelling business case before exploring key interventions to make executive transitions more successful. In the last two chapters of this part, I will introduce you to the Double Diamond Framework© of Executive Transitions.

The fourth and last part of the book looks at **Your Last 90 Days** and how executives can successfully transition out of a role.

12 C-LEVEL EXECUTIVES COVERED

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"The carefully nuanced, very pertinent, and experienced insights that Navid has captured, are rarely covered and hence deeply value-adding."

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Richard Demblon, CHRO, Inchcape Shipping Services

Would it surprise you to learn that 40% of executive transitions fail during the first 18 months? With more executives facing exponential challenges, a crisis is imminent and the consequences for organizations and executives alike are severe and far-reaching.

Mastering Executive Transitions: The Definitive Guide, by Navid Nazemian, explores the intersection between executive leaders and their career transitions, the research of transitions versus the reality of it, and the increased complexity and demands from executives coupled with shorter tenure and executive overwhelm.

This book demonstrates how the biggest transition mistakes can be avoided and provides a proven framework to transition most successfully. It is an invaluable resource for:

- Executives who are about to transition professionally
- Human Resources leaders and talent directors who are keen to support their leaders with their transition, and enhance their existing executive transition (onboarding) process
- Executive coaches who have specialized in leadership transitions

Through authentically demonstrated experience and key insights into the challenges that the modern executive faces, *Mastering Executive Transitions: The Definitive Guide* aims to bend executive transitions *away* from failure and *towards* the masterful and successfully crafted.

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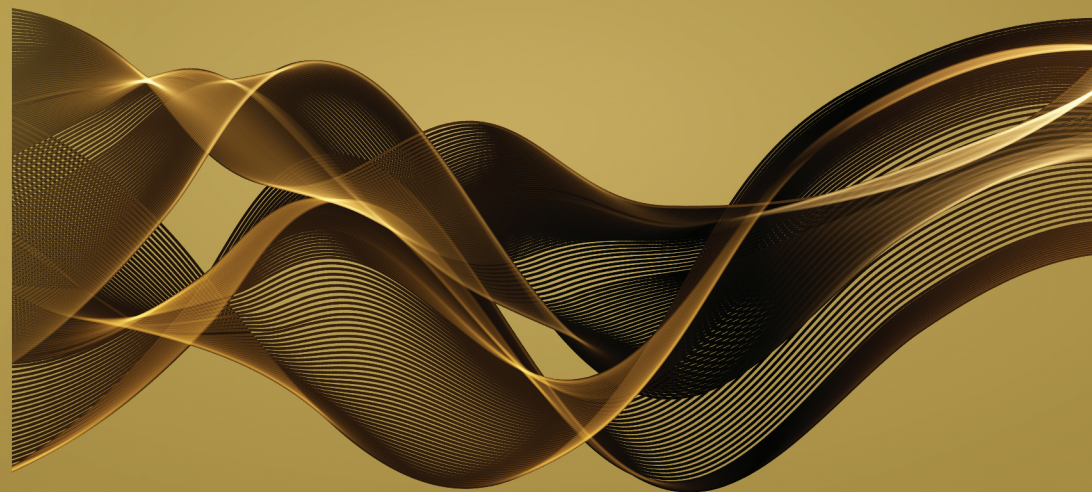
MASTERING EXECUTIVE TRANSITIONS

"The most impactful guide
for executives in career transition"

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The Definitive Guide



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MASTERING EXECUTIVE TRANSITIONS

The Definitive Guide

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*To fellow executives who are leaving behind a leadership legacy that
inspires many, and far extends their tenure:
This book is for you.*

*To fellow coaches who are supporting executives during
critical transitions:
This book is for you.*

*To fellow HR leaders who are identifying, hiring, and developing
exceptional executive talent:
This book is for you.*

*To my family who are the bedrock of a strong and stable social network:
This book is for you.*

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*“It is when we are in transition that
we are most completely alive.”*

— WILLIAM BRIDGES

INTRODUCTION

Most people think or believe executive transitions are absolutely doable and there are plenty of processes and guidance available for executives going through a transition by their organizations. It would be fair to assume organizations have invested heavily in their executive onboarding and transition processes, and in any case if the best leader is hired, they are smart enough to make their onboarding and transition work.

However, 40 percent of all executives are pushed out, fail, or quit during their first eighteen months in a role (Keller and Meaney 2018).

Let's imagine you have just signed your new contract (or received confirmation of your appointment if you are based in the USA) for that executive position. Congratulations! It feels exciting to embark on a new chapter of your executive journey. At the same time, you have that 40 percent figure in the back of your mind. How can you avoid being part of that 40 percent club?

Let me help. Through this book, I will share strategies and tactics to elegantly and confidently achieve the following:

- De-risk your executive transition
- Substantially reduce the likelihood of derailment
- Significantly reduce your time to become productive

CURRENT STATE

When companies announce their CEOs are leaving, they often offer any number of vague reasons. Rarely would they ever say the chief executive was “fired” and explain precisely why. One study from Exechange news, who determine the so called “Push-out Score,” suggests that from 2018–2020, 52 percent of announced CEO departures from companies on the Russell 3000 Index were the result of executives being shown the door (Exechange 2020). That includes those who say they resigned, stepped down, just felt the time was “right to leave” or had a sudden urge to spend more time with their family. So, it becomes clear CEOs often have to justify their sudden departure by providing all sorts of creative explanations. As we can see, the 40 percent failure rate doesn’t stop at the CEO’s corner office.

McKinsey cites several research papers suggesting two years after executive transitions, between 27 percent and 46 percent are regarded as “failures or disappointments” (Keller and Meaney 2018).

Leaders rank organizational politics as the main challenge, and 67 percent of leaders wish they had moved faster to change the culture; hence, Dr. Marshall Goldsmith’s advice seems fully applicable to executive transitions: “What got

you here, won't get you there" (Goldsmith 2008). So, past accomplishments don't always predict future success. Bearing in mind all of the above studies, we can see nearly half of all executive transitions fail. With more and more executives facing shorter tenure in the role, this issue is like a bubble that is going to burst in the foreseeable future. Bearing all this in mind, more and more executives are going to fail and be given increasingly shorter tenures in the role, almost like a slow-motion of a snowball that is gaining traction. The war for talent may have never really ended, but looking at this scenario and its implications of an ever more competitive talent market can pose real threats to organizations.

WHY WRITE THIS BOOK, NOW

The pace and magnitude of change are constantly rising in the business world. It comes as no surprise executive transitions are increasingly common. There is a very practical and pressing need for organizations to safeguard their investments in sourcing and onboarding these senior talents. The CEO turnover rate has increased substantially, and since more than two out of every three new CEOs reshuffle their management teams within the first two years, transitions cascade through the senior ranks. Two-thirds of executives report their organization is experiencing "some or many more" transitions than they did in the previous year (Keller and Meaney 2018).

Typically, organizations work extremely hard to identify and hire new executive talent—but then seem to rely on hope when it comes to making their investment successful.

Russell Reynolds Associates, one of the top ten search firms in the world, suggests 90 percent of the total cost of hiring a new executive is spent on the front end (Dineen 2021). This includes the recruitment and selection process such as search firm fees, assessment fees, cost of internal and external interviews, etc. As a result, only around 10 percent of the total executive hiring cost is spent on the back-end process such as a structured onboarding, executive transition coaching support, etc. This is a clear imbalance of the organizational investment.

When was the last time you experienced an accelerated and structured executive onboarding that was accompanied by a specialized executive transition coach?

A recent study found that 70 percent of CEOs are either underwhelmed by their onboarding process or have had no structured onboarding process at all (Byford, Watkins, and Triantogiannis 2017). This is quite a surprise as the bestselling book by Michael D. Watkins, *The First 90 Days*, has sold over a million copies and has been translated into twenty-four languages (International Institute for Management Development 2021). It was widely praised when it launched and was called the “Bible of onboarding.” Revolutionary at the time, it provided a systematic onboarding process for new leaders that included a roadmap and an action plan for the first ninety days in a new role. However, it was written for a general audience with the subtitle *Critical Success Strategies for New Leaders at All Levels*— speaking to line managers, C-suite executives, entrepreneurs, and Human Resources leaders at the same time (Watkins 2003). Since then, there

have been numerous books that touch upon the same topic using different angles. A selection of these are:

- *Right from the Start: Taking Charge in a New Leadership Role* (Ciampa and Watkins 1999)
- *The New Leader's 100-Day Action Plan: How to Take Charge, Build or Merge Your Team, and Get Immediate Results* (Bradt, Check, and Pedraza 2006)
- *Your Next Move: The Leader's Guide to Navigating Major Career Transitions* (Watkins 2009)
- *Your First 100 Days: Make Maximum Impact in Your New Role* (O'Keeffe 2011)
- *Before Onboarding: How to Integrate New Leaders for Quick and Sustained Results* (Burroughs 2011)
- *First-Time Leader: Foundational Tools for Inspiring and Enabling Your New Team* (Bradt and Davis 2014)
- *Transitions at the Top: What Organizations Must Do to Make Sure New Leaders Succeed* (Ciampa and Dotlich 2015)
- *Master Your Next Move: Proven Strategies for Navigating the First 90 Days* (Watkins 2019)

Yet, here we are, over two decades later, and many large and established organizations haven't managed to set up a structured onboarding process for their executive leaders. I recall several instances where my onboarding experience was rather underwhelming. In one instance, I was chased to complete the legally required compliance training although I had completed it. Mind you, nobody was chasing me to plan a series of meetings with key stakeholders to better understand the business and people challenges. Nobody was giving

me a briefing about the team I had just inherited or setting up structured meetings to help me understand the leadership and culture of that organization as a newly on-boarded executive.

I must admit the executive onboarding experience tends to be somewhat neglected in a number of organizations, and I am puzzled as to why that is the case. Readers of this book will learn the multiple benefits that will arise from getting executive transitions right.

WHY ME

Over the last twenty-five years, I have gained a great deal of expertise going through executive transitions myself, having lived and successfully worked in five countries across six companies and sectors as an executive leader.

My professional background includes two decades of HR experience in some of the world's most admired organizations at the country, regional, and global leadership level, in both emerging and developed markets. I have seen firsthand why executives fail during their transitions and what are successful interventions.

In addition to the above, I have helped numerous executives successfully transition into new roles by maximizing their leadership impact, building high performing teams, and creating admired organizations as an executive transition coach. An executive transition coach combines the skills of an onboarding expert (aka a *First 90 Days* Transition Acceleration Adviser) coupled with elements of a leadership

development coach. We combine the best of both worlds. It is common a transitioning executive will face many challenges that requires both a structured and more near term focus with elements that are tackled ideally for the mid and long term, too.

One client of mine described my rare combination of relevant experiences and our working together as “the triple-lens approach;” hence, combining the embodied experience and viewpoints of an HR leader, a transition coach, and a corporate executive.

EXISTING BODY OF WORK

Research conducted by Michael D. Watkins and Genesis has proven that the risk of executive transition failure can be reduced by 50 percent and the time for the newly on-boarded executive to break even by another 50 percent (Byford, Watkins, and Triantogiannis 2017). These are substantial gains made in a management world where executives are sometimes chasing Six Sigma type improvements (in other words, 3.4 defects per one million chances), such as improving the operating profit margin by 0.5 percent or increasing market share by 1 percent, reducing employment cost by 2–3 percent, etc. It surprises me to see how organizations are prepared to invest a lot of effort and attention in pursuing small, marginal gains, and it’s even more surprising they are not focusing more on supporting executive transitions.

As highlighted above, there are a number of books available seeking to provide guidance and advice to transitioning executives. Most of these books are really useful and provide

meaningful frameworks to the transitioning executive. However, the main issue with guided books is, essentially, it's all left up to the new executive to do it. The other problem perceived could be the lack of the so-called onboarding guru's actual experience of executive transitions. This book is grounded in my own embodied experience as an executive who has professionally and personally transitioned several times. On top, there is a digital companion, e-learning, and one-on-one work available that are deemed to help the executive leader to put this body of work into practice.

WHO IS THIS FOR

This book has been written with a key readership in mind: senior leaders and executives who are embarking on their transition journey. That said, senior Human Resources leaders and coaches who have specialized in executive transitions will most certainly gain value from this work too.

WHY READ IT

This book provides an insider guide to executive transitions through a “triple-lens approach.” As an executive going through a transition, you will be able to:

1. Understand why executive transitions feel more like being on a perpetual rollercoaster ride than a managerial process.
2. Identify the most common types of executive transition challenges and how to successfully maneuver them. .
3. Avoid the ten biggest mistakes made during executive transitions.

4. Learn about the true cost of failed executive transitions.
5. Learn what support is out there to help with executive transitions.
6. Understand the business case behind successful executive transitions.
7. Learn proven interventions to transition more successfully into a new executive role.
8. Learn more about the “Dark Side” of executive transitions and how to best prepare for your last ninety days to leave behind a leadership legacy that far extends beyond your actual tenure.

A BRIEF SUMMARY OF THIS BOOK

The first part of the book looks at the **Foundations** of executive transitions. Where did it all begin, why onboarding frameworks can be useful, why care about the topic right now, and what the true definition of an executive transition coach is?

The second part of the book explores **Challenges & Failures**. We will look at existing organizational onboarding frameworks, what gets in the way, and what is the true cost of failed executive transitions. We will conclude this part with common executive transition challenges.

In the third part of the book, we will look at how executives can move **Toward Transition Mastery**. First, by looking at why getting executive transitions right makes a compelling business case before exploring key interventions to make executive transitions more successful. In the last two chapters of this part, I will introduce you to the Double Diamond Framework© of Executive Transitions.

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CHAPTER 1

HISTORY OF EXECUTIVE TRANSITIONS

THE BEGINNING

It was a Friday in September, and I was working in my home office on a Zoom call with an executive transition coaching client. It was a so called “closure session” with one of the executives who had worked with me for the past twelve months on their executive transition into the C-suite.

The closure session is a chance for both the coach and the client to openly acknowledge what happened during the coaching program, to appreciate one another’s work, to capture what was learned, and to officially end the coaching engagement.

This step is vital in leaving the client independent of the coach, self-correcting, and self-generating. Some of the questions touch upon what it was like for the client to have been part of the coaching program, what they learned, what the coach should change, emphasize, more or less, what the client

appreciated the most and the least, and if there is anything else that needs to be shared with the coach.

We were reflecting on the past twelve months, and the client was acknowledging our work in a positive way and highlighting how much this intervention had helped them transition successfully, being able to reflect, and had increased their impact while being able to do this with ease and grace.

The client mentioned to me there was a feeling it had been a unique way of working with a coach and it was difficult to imagine initially how our working together would unfold when they signed up to work with me.

I thanked the client and said rather jokingly, “You are right, I have done a ton of research, and I’ve been coaching executives on their transition for a long time...I could probably write a book about it.”

“Why not? I think you should,” the client responded. I still get goosebumps when I reflect on that particular moment in time. It hit me hard, and then I froze when I saw the light in my client’s eyes and the seriousness about the statement they had just made.

Personally, I never thought of shaping my embodied experience into a book, so it was eye-opening for me to suddenly realize the potential value in writing all of this up, to make an actual book out of it.

GETTING STARTED

The first action I took was to send a note to Anton Fishman, one of my contacts. Anton has had a long and successful career as an HR leader and partner at various organization consulting firms. One of the things I remembered was when he told me about the interim management practice and the work they had done to study the most successful interim managers. We met at a café in London, and Anton shared with me some of his previous experience. One of the early and formative stories he shared with me was about a speed networking exercise at a CIPD event back in 1987:

About the third or fourth conversation I had, this woman said, “Let me introduce myself. My name is Maria. I’m an interim HR director,” and I said, I don’t really know what that is. She said, “Let me tell you what I do on my first day when I start an assignment.” This was in two or three minutes, and she started to go through how she entered a new assignment, what she was thinking about, who she was speaking to, why she was doing what she was doing, and how she was preparing herself for the next six months before she left.

It was a revelation for me because out of her mouth was coming the essence of what we had already been building into our transition coaching. That revelation was a sudden appreciation that here was someone whose job was to transition, deliver, and exit as a profession. This is what she did, and she was proficient at it. Somehow she’d figured out how to do it because here she was telling me how she did it. I left there with a real insight

into the possibility there was a population of people like her, and somehow embedded in this was a collective knowledge and insight into how to manage these transitions effectively. Because if they didn't, they would fail in their assignments."

SHOCKINGLY HIGH FAILURE RATE

Research suggests between 30–50 percent of all executive transitions fail during the first eighteen to twenty-four months (Masters 2009; Keller and Meaney 2018). The cost of replacing an executive can be anywhere between ten to thirty times their salary (Fatemi 2016). Not to mention, the executive will have to find a new role after a failed transition. If the career break is severe enough, they may never land another executive role again. Or their career trajectory may be negatively impacted as a result.

Given the high stakes, I found it very surprising how little good guidance is available to new executives about how to transition more effectively and efficiently into a new leadership role. This is particularly true during a global pandemic! There are many reasons for this shockingly high failure rate.

Lots of my fellow executive coaches, HR leaders, and I have been focused on rethinking the way we support executives during their transition as well as how to do this most effectively in a virtual environment. Personally, I have been on a mission and have spent hundreds of hours since 2014 trying to answer one critical question.

THE MILLION-DOLLAR QUESTION

How can executives successfully transition, avoiding the biggest mistakes, and do it with ease and grace—and how do they do this when working remotely?

I have had my fair share of executive transition mishaps and sometimes failures. In particular, I have found my executive transition mistakes—and sometimes those of my executive transition clients—to be most helpful when it comes to learning and adapting before moving forward.

Before we get to the second chapter of this book, I'd like to share a few personal thoughts.

When going through executive transitions as a leader, I wasted *so* much time with trial and error. I have seen executive coaching clients doing the same, often before reaching out to work with me—and that's true for so many of us.

We have talents and experiences we would love to share with the world. We want to play on a bigger stage and have an even larger impact. That's the goal, but getting there is often quite a challenge. We often feel like we have to figure it out on our own. Or we'd be open to learning from others but just aren't sure who to turn to, where to look, or where to start.

How confident am I that I knew exactly where to invest, and how to prioritize my executive capabilities to transitions most successfully into a new role? It can feel overwhelming at times. I certainly felt that way often.

While I have been training and practicing as a coach for over a decade, in 2014, I started specializing in helping leaders going through executive transitions.

I wish I had access to this body of work and one-on-one support when I went through my first transition back in 2005 because I made so many mistakes that wasted time and energy that could have been avoided. Given I was hired as a top talent, the organization assumed I knew enough to succeed. The resources made available to me internally were nowhere near sufficient for a proper leadership transition however. So why reinvent the wheel when you can save yourself time and effort and get to the effective transition insights—that much faster?

DEFINING EXECUTIVE TRANSITIONS

How do we define an executive transition? What is the definition of a successful executive transition? Rather than delivering my own, I'd like to cite two existing definitions from McKinsey & Co.:

We define a transition as the period (which can last up to 18 months) after an executive has assumed his or her new C-level responsibilities. And we define “successful transitions” as those where executives say they aligned and mobilized their organizations very or extremely well around their initial objectives during transition and have met their overall objectives very or extremely well during their tenure (Chandran 2015).

Anton Fishman, one of the early thought leaders in this space described their process of executive transition coaching as:

...there are specific coaching interventions for executive transitions that can enable people to become effective through insight, guidance, and support. Structured transition coaching provides executives with insight into the actions and practices best avoided, it makes visible the traps potentially waiting for them, and helps them rapidly amplify positive actions and insights.

Our experience as coaches of bright and insightful senior and experienced people in transition is this more directive guidance early on in their transition is appreciated, valued and actioned. The guidance being seen as immediately relevant and when highlighted often self-evident, leading to early and effective application with almost immediate gratification with very short cycle action and reward. In my experience this is the only coaching context in which this more directive or pedagogic style works well and even here it should give way to classic coaching disciplines after the first few weeks.

Over the last twenty years, I have not only read but also applied most of what has been considered best practice in executive transitions. This includes *The First 90 Days* framework published over eighteen years ago by Michael Watkins, as well as some of the more recent work published (Watkins 2003). In the end, I have come to take the very best elements of each model and publicized research to create my own Double Diamond Framework© of Executive Transitions, which

I'll describe in Chapters 12 and 13. I would like to assure the readers of this book everything that follows from here on is grounded in research as well as in what actually works in the organizational practice of executive transitions.

In the next chapter, I'll describe some of the existing models of onboarding and the science and intentionality behind them.

ROADMAP

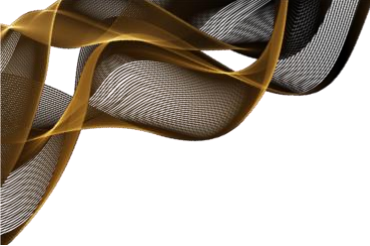
MASTERING EXECUTIVE TRANSITIONS: The Definitive Guide

A FREE BOOK SAMPLE

NAVID NAZEMIAN, PCC

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Hi, it's Navid here, the author of *Mastering Executive Transitions: The Definitive Guide*.

I hope you have enjoyed reading the free book sample and would love to read the entire book.

You can buy the book on amazon:
<https://www.amazon.com/dp/B09NSPW473>

Your support really makes a difference and I am always looking for feedback so I can make the book even more impactful.

I'd also love to hear from you should you have any questions, comments or feedback about this free sample or about mastering executive transitions:
Hello@Masteringexecutivetransitions.com

Many thanks in advance,



NAVID NAZEMIAN, PCC (ICF)

I help leaders successfully transition into new roles through maximizing their leadership impact, build high performing teams and create admired organizations. I am an expert coach and thought leader in executive transitions, having lived and successfully worked in 5 countries across 6 sectors and working with C-level leaders on the same as a Coach. My background spans over 20 years of HR experience in some of the world's most admired organizations at country, regional and global leadership level, in both emerging and developed markets.

Specialization

I work as an active thinking partner with clients and am hands on with delivery, always linking business strategy to people in:

1. **Executive Transitions: First 120 Days, Functional Management to General Management, C-Suite Appointments, Career Orientation, High Potential Development**
2. **Maximizing Leadership Impact: Power, Influence, Presence, Brand and Resilience**

Using strategies designed to overcome obstacles quickly, I have helped numerous leaders to successfully eliminate unproductive thinking and solve their toughest, most complex challenges. In return they have supported their organizations to build world-class cultures primed to create new markets, accelerate performance, increase productivity, and develop game-changing value propositions.

Professional Background

Having been a local, regional and global member of senior leadership teams in large publicly listed organizations myself, I have first-hand experience of what it is like to work with the dynamic complexities and pressures faced by senior leaders. My clients therefore experience the added benefits of partnering with a highly experienced coach who is walking-the-talk successfully.

Education & Coach Training

Next to holding a master's degree in International Management/Foreign Trade from Hamburg University of Applied Sciences, Germany, I have been trained as a Principled Negotiator at Harvard Law School in Cambridge, USA. Having successfully completed my rigorous 3-year coach education across 3 continents in Africa, America & Europe, I am also a trained Coaching Circles™ Facilitator and have completed the Academy of Executive Coaching's (AoEC) Systemic Team Coaching Certificate.



Navid Nazemian, PCC
As an executive coach I help C-level leaders transition most successfully. Author of "Mastering Executive T..."





APPENDIX

"The most impactful guide
for executives in career transition"
theHRDIRECTOR

MASTERING EXECUTIVE TRANSITIONS

The Definitive Guide

+ DIGITAL
COMPANION

NAVID NAZEMIAN, PCC



BOOK
TIME

NAVID NAZEMIAN, PCC

Favorite transition related topics to discuss:

1. Top 10 reasons for executive transition failure
2. The cost of failed executive transitions
3. The upside/business case for executive transitions

Favorite stories from the book to discuss:

- Gender gap in the transition support that male & female executives get
- How a CHRO overcame 7 major transition challenges
- What C-suite leaders find to be most helpful

Author Bio: When it comes to executive transitions, Navid Nazemian speaks with an authority that is grounded in research and complemented by authentically demonstrated experience. His ICF accredited coach education took him on a three year journey across three continents in Europe, Africa and America. Working with 100+ C-level coaching clients worldwide, Navid distills key insights, guidance and coaching for maximizing leadership impact in this book. Using strategies designed to avoid and overcome obstacles quickly, he has helped numerous c-suite coaching clients to successfully eliminate unproductive actions and solve their toughest, most complex transition challenges.

Favourite quotes from the book to discuss:

1. "Most organisations apply the same onboarding process from the shop floor to the top floor."
2. "The issue with the First 90 Days is that it's all left to the leader to do it."
3. "Executive transition coaches combine the best of both worlds. Effectively integrated executives deliver results up to 50% faster, reduce the likelihood of derailment by 50%, have a 90% likelihood to meet 3-Year performance goals, and learn an enduring skill set for their careers"



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Favourite personal topics to discuss:

1. Executive Transitions
2. Executive Coaching
3. Effective Onboarding

Favorite quote, why?:

"It is when we are in transition that we are most completely alive." William Bridges
I love this quote as it epitomises what executive transitions are all about at their best.

Main piece of advice/takeaway from your book:

1. Executives are exponentially challenged & need professional, qualified support during transitions
2. Organisations have a key role to play, not only in hiring the best executives, but also to make them successful once they're on board
3. The cost of failed executive transitions is somewhere between 10 to 30x the executive's salary
4. There are proven methods to de-risk executive transitions & make them more productive, faster

10 Potential questions to ask:

1. Why did it take you 7 years to complete this book?
2. How about the First 90 Days, isn't that enough of an onboarding book?
3. What is top of mind for executives in transition?
4. What is the failure rate in executive transitions?
5. How do organisations support their leaders in transitions?
6. What resources and tools are available to leaders in transition?
7. What are the benefits (individual, organisation, stakeholders) of getting transitions right?
8. Is there a gender bias in supporting executives in transition?
9. Can you walk the audience through the Double Diamond Framework© of Executive Transitions?
10. Do you have an actual example you can walk us through to get a sense of how you work with executives in transition?



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