CONCEPT

Executive Transition Training: The First 100 Days for Newly Appointed Leaders

22 – 26 November 2027
Barcelona - Eixample district four-star



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Introduction:

Executive Transition Training: The First 100 Days for Newly Appointed Leaders is a 1-week course for chief executives, agency heads and other top appointees entering a new post, ending with a 100-Day Entry Plan for a case organisation. Organisations lose momentum when a new head arrives without a mandate agreed with the appointing authority, misreads the inherited culture, keeps or replaces the wrong senior people and spends early credibility on the wrong priorities. Nominees already lead large organisations or major divisions and work through appointment and turnaround cases drawn from government entities and listed companies. CoreConcept Training Center delivers this executive transition course.

Course Objectives:

- Agree a written mandate, success criteria and decision latitude with the appointing authority before or at entry
- Diagnose the inherited organisation, its culture and its situation type using the STARS model, the 7-S Framework and Schein's culture levels
- Run a structured listening tour and convert its findings into a short list of priorities and early wins
- Align the board chair, minister, oversight bodies and other key stakeholders behind the new leader's agenda
- Assess the inherited top team and decide which members to keep, move or replace and which gaps to fill
- Produce a 100-Day Entry Plan that sequences learning, early wins, team moves and stakeholder actions

Target Audience:

- Newly appointed chief executives and presidents of companies, funds and state-owned enterprises
- Deputy heads and directors-general taking charge of a ministry sector, authority or agency
- Executives promoted internally to lead a large organisation or a major business division
- Senior leaders sent in to turn around an underperforming entity or subsidiary
- Board members and chief human resources officers who sponsor the entry of a new top appointee

Course Outline:

Day 1: The Executive Transition Landscape and the Inherited Mandate

- Transition Risk Profile for External Hires and Internal Promotions
- Appointing Authority Mandate Agreement and Success Criteria
- Predecessor Legacy Review and Inherited Promises Register
- Personal Transition Readiness Assessment for Top Appointees
- Pre-Entry Briefing Pack From Strategy, Finance and Audit Files

Day 2: Situational Diagnosis Models for Entering a Top Post

- STARS Situation Portfolio Across Business Units and Functions
- McKinsey 7-S Framework Applied to the Inherited Organisation
- Schein Culture Levels for Reading Artefacts and Assumptions
- Board-CEO Tenure Stages and Shifting Governance Expectations
- Burke-Litwin Model for Locating Transformational Performance Drivers

Day 3: Learning the Organisation and Building Early Credibility

- Structured Listening Tour Plan Across Staff and Clients
- Power-Interest Grid for Minister, Board and Oversight Bodies
- Early-Win Portfolio Selection by Visibility and Delivery Risk
- Entry Narrative and First Town Hall Message Design
- Board Chair Expectation Alignment Meeting Agenda and Follow-Up

Day 4: Top Team Reshaping, Turnaround Moves and Transition Traps

- Top Team Capability and Trust Assessment Matrix
- Keep, Move or Replace Decisions for Inherited Direct Reports
- Turnaround First Moves for Cash, Service and Delivery Crises
- Transition Derailer Checklist Covering Overreach and Coalition Neglect
- Executive Office Set-Up With Chief of Staff Role

Day 5: Case Study Work and the 100-Day Entry Plan

- Agency Head Appointment Case With Stalled Programme Delivery
- Listed Company Turnaround Case Under Board Pressure
- Case Organisation Diagnosis and Early-Win Shortlist Defence
- Top Team and Stakeholder Alignment Actions for Case Leader
- 100-Day Entry Plan Completion and Peer Panel Review

Skills You Will Gain:

- Mandate Negotiation
- Organisational Diagnosis
- Culture Reading
- Early-Win Selection
- Board and Minister Relations
- Top Team Assessment
- Turnaround Prioritisation
- Entry Communication

Why Attend This Course:

- Deliver a 100-Day Entry Plan to the appointing authority, board chair or minister as the agreed basis for the first review of the new head
- Decide which inherited senior team members to keep, move or replace, and when to act on that decision
- Avoid the early missteps that cost new heads their credibility: premature restructuring, ignored stakeholders and early wins that backfire
- Share the mandate template, listening tour plan and top team matrix with fellow executives and with sponsors of future appointments

Conclusion:

Back at work, the participant gives the appointing authority, board chair or minister a 100-Day Entry Plan that sets out the agreed mandate, diagnosis, priorities, early wins, top team moves and stakeholder actions for the new post. Sponsors use it to agree what success looks like at the first formal review and to clear obstacles the new head cannot remove alone. At day 100, the leader and sponsor should compare results with the plan, confirm which early wins held and reset priorities for the rest of the first year.

Frequently Asked Questions FAQ:

What should participants prepare before executive transition training for the first 100 days?

Participants should bring the appointment letter or role description, recent strategy and performance reports for the organisation they are entering or lead, and the current organisation chart. Those still awaiting appointment can use a case organisation provided on the first day.

How does executive transition training for the first 100 days differ from first-time manager or succession planning courses?

It addresses leaders taking charge of a whole organisation or major division, dealing with boards, ministers and inherited top teams. First-time manager courses cover leading a small team, and succession planning courses cover building the pipeline of future leaders rather than entering the top post.

Why do the first 100 days matter so much for newly appointed leaders?

Early impressions of a new head form quickly among staff, boards and stakeholders and are hard to change later. Decisions taken in this period, on priorities, early wins and the top team, set the pace and credibility of the whole tenure.

What do participants take back from executive transition training for the first 100 days?

Participants take back a 100-Day Entry Plan built on a case organisation and adaptable to their own post, plus a mandate agreement template, listening tour plan, early-win selection grid and top team assessment matrix.