



Executive Education

INDIAN INSTITUTE *of* MANAGEMENT AHMEDABAD

विद्याविनियोगाद्विकासः

cLIMB

Dec 19-21, 2024



Building Capability for
Leadership Transitions

The Leadership Transition Conundrum

What is common between Hardik Pandya, the Indian cricketer; Cyrus Mistry, the former chairperson of Tata Group; Tim Cook, the current CEO of Apple?

- ✓ Extremely competent, skillful and resilient (Talent)
- ✓ Multiple successful leadership stints (Experience)
- ✓ Knew the company and organization (Context)

They clearly ticked the 3 criteria often applied while selecting or promoting a leader but they struggled. Their struggles became topic of public discussion.

They are not alone. Most leaders, face similar challenges as they advance in their career into higher and more complex roles. Many transition throw up tough challenges for the transitioning leader and for the key stakeholders.

Some face the challenge of having to learn/ unlearn quickly. Some have to deal with unclear and contradictory expectations and demands. Others may need to build strong teams and face intense pressure to quickly execute changes and deliver results. Most have to navigate and establish strong internal and external relationships. Additionally, the ones who are joining a new organization have to understand a new culture and power dynamics.

It is ironical then, that while companies invest a lot of time and money to secure the right candidate, they work with the 3 myths of Has-Talent, Is-Experienced & Has-Context and leave the leaders to fend on their own through the transition. Some take-off well, while many struggle for long periods, causing severe damage to the organization.

A large void exists when it comes to supporting a new leader in transition through a well-established framework that goes beyond induction and acclimation – a practical framework that engages not just the leader but also key stakeholders to build a common ground to aid a smooth take-off.

This Executive Education Programme aims to fill this void.



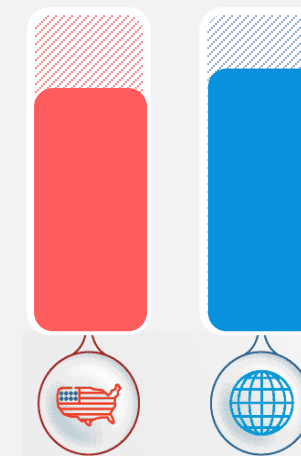
of executives fail **within the first 18 months** of being promoted or hired



60% of leaders surveyed took **six months** to have a full impact on their new roles



20% of leaders surveyed took **more than nine months** to have a full impact in their new roles



74% of leaders in the U.S and **83% of global leaders** who were promoted were not prepared for their new roles.

The CLIMB Approach

The 'CLIMB Approach' is the first-of-its-kind approach designed specifically to prepare leaders as well as organisations to plan for successful transitions. Combining **best-in-class corporate and academic experiences of its faculty**, the programme provides a practical framework to leaders/organisations to successfully navigate the first 4-6 months of a leadership transition.

The 'CLIMB Approach' offers a comprehensive understanding of why leadership transitions are challenging and how they can be managed:

C – Charter: nuances of specific role the leader is stepping into

L – Leader: strengths and limitations of leader's skills, mindsets, operating style

I – Individuals: complexity of stakeholders who the leader needs to manage

M – Mountains: strategic and organizational landscape leader is in

B – Blueprint: clarity and support to their short/long-term success blueprint

What makes the CLIMB Approach Unique?

The 'CLIMB Approach' enables leaders to holistically analyse their transition challenges and think through how they can mitigate risks and significantly accelerate their success. It has four unique features:

- **Navigational Framework:** providing support and guidance through the entire transition journey
- **Stakeholder Engagement:** empowering the leader to involve key stakeholders to create alignment and collaboration
- **Calibrated Learning and Action:** helping the leader to deeply understand their context in order to calibrate change and learning agenda
- **Systemic Design:** enabling the leader to step back and see all key interconnected elements of their transition

"Change is hard because people overestimate the value of what they have – and underestimate the value of what they may gain by giving that up"

- James Belasco & Ralph Stayer

Programme Objectives

The CLIMB Programme is designed to provide both 'leaders-in-transition' and 'HR leaders' with a framework to understand and navigate 'Leadership Transitions'.

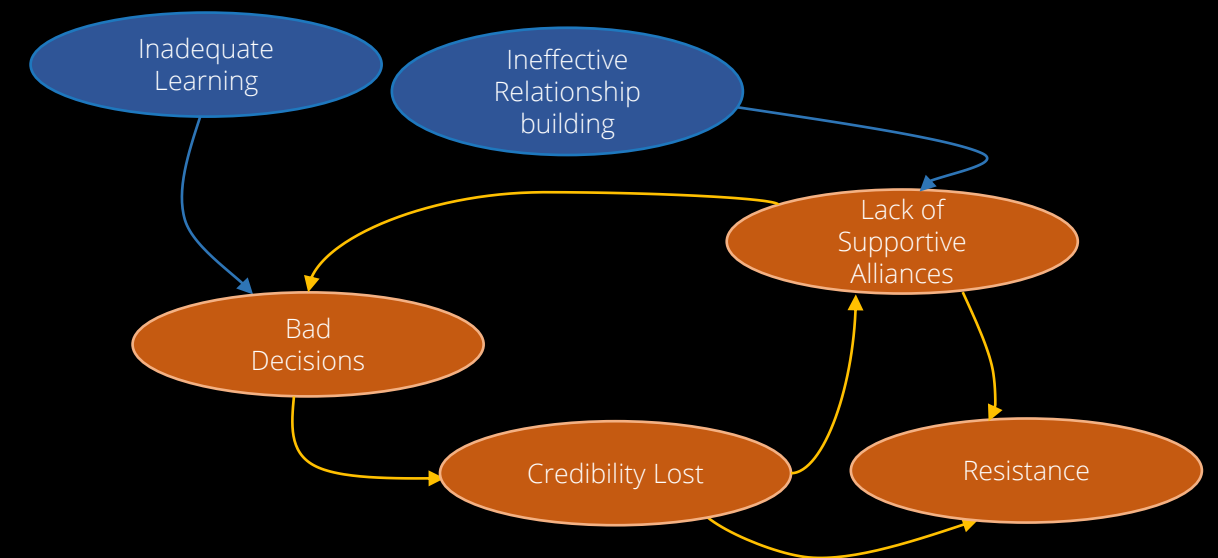
The CLIMB Programme aims to:

- build awareness of inherent opportunities and challenges in leadership transitions
- sensitize participants to the capabilities needed for leadership transitions
- provide training in learning framework and tools for managing leadership transitions more effectively

The Programme will help transitioning leaders answer questions like:

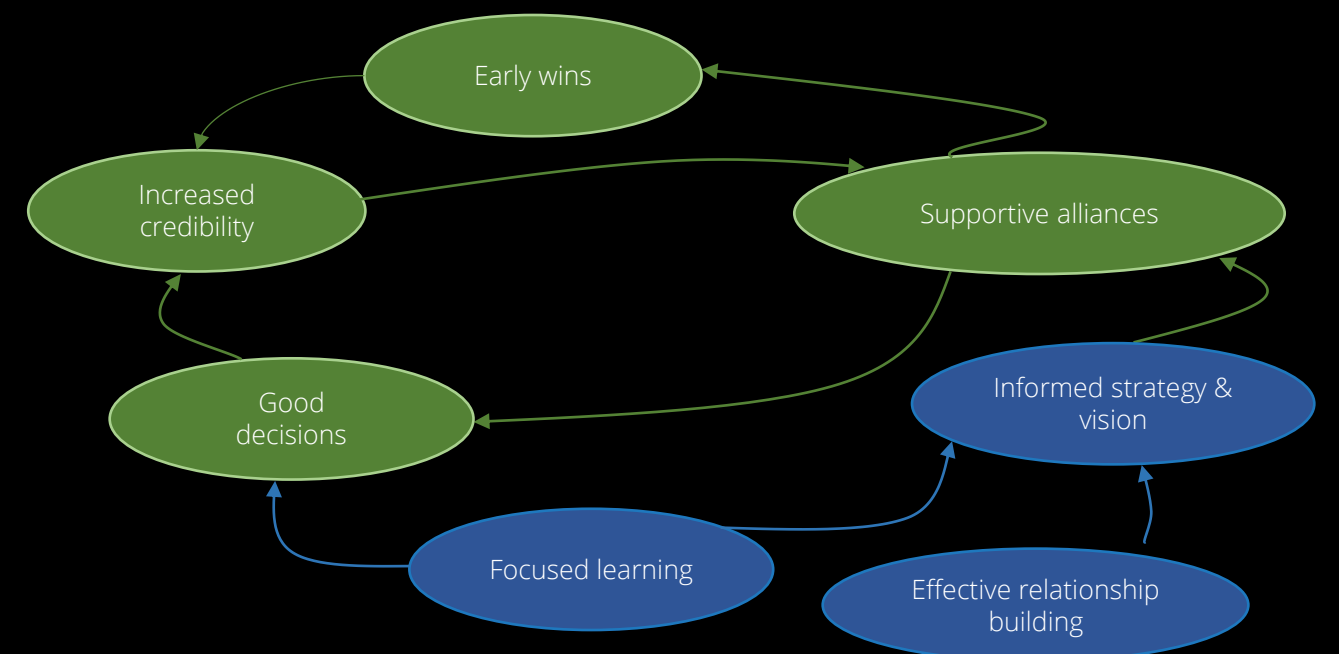
- What are their biggest transition challenges?
- How do their strengths, weaknesses & leadership style apply to transition situation?
- What do they need to learn/unlearn?
- What soft/hard skills do they need to build?
- How and where should they allocate their time?
- What leadership style should they adopt?
- What kind of team do they need to build?
- What relationships do they need to build?
- What does success look like in the short-term as well as long-term and how would they achieve it?

The Vicious Cycle



CLIMB Approach

The Virtuous Cycle



Pedagogy

The 3-day residential Programme will leverage thought provoking case studies and rich experiences of participants through group work, exercises and discussions to facilitate application of learnings.

Almost two-thirds of the programme is designed to discuss and apply practical frameworks and toolkits which the participants will be able to directly use at their job.

Programme Modules

Day 1: Thursday, December 19, 2024

Module 1-2 : The Leadership Transition Conundrum

Module 3 : Reflections - Personal Transition Experiences

Module 4 : Introduction to the CLIMB framework

Guest Session: Interaction with a seasoned professional

Day 2: Friday, December 20, 2024

Module 5-6 : Case Study: Zeroing onto Transition Challenges

Module 7-8 : Learning the CLIMB Tools

Module 9 : Understanding the CLIMB Mindset

Day 3: Saturday, December 21, 2024

Module 10-11 : Case Study: Solving the Transition Puzzle

Module 12 : Self-Diagnosis & Planning Your Transition



Faculty



Prof Vishal Gupta – Programme Chair

Vishal Gupta is a Professor in the Organizational Behaviour Area at the Indian Institute of Management Ahmedabad. He obtained his doctorate in Human Resource Management from the Indian Institute of Management, Lucknow. He holds Bachelor's degree in Electrical and Electronics Engineering from BITS-Pilani, India.

Vishal's current areas of teaching and research are leadership development, mindfulness, emotional intelligence, R&D management and ethics.

Vishal's research has been published in international and national journals of repute and has been covered by national dailies and magazines such as the Times of India, Financial Express, Economic Times, Hindu BusinessLine, DNA, Mint, and Business World. He is one of the youngest faculty at IIMA to be promoted to the full Professor position at IIMA (in a period of 9.5 years).

Vishal has been honoured with the Outstanding Doctoral Dissertation award (2013-14) by the European Federation for Management Development, India's 25 Young HR Leaders award (2013) by People Matters, the Emerging Psychologist award (2014) by the National Academy of Psychology India and the Young Scientist Award (2016) by the National Academy of Sciences India.

Vishal's 'Leadership Skills' course on the Coursera platform (course link: <https://www.coursera.org/learn/leadershipskills>) has been subscribed by more than 150,000 individuals from around the world and has been ranked as the top 3 leadership courses of all time on the Coursera platform. His full profile is available at: <https://sites.google.com/view/vishalg>

Co-Faculty



Sachin Nandgaonkar – Mentor & Guest

Sachin is an alumnus of IIM Ahmedabad and IIT Mumbai with over 30 years of industry experience.

Sachin started his career with Accenture where he spent 7 years before transitioning to Boston Consulting Group (BCG). He spent 15 years at BCG where-in he was a Senior Partner in Industrial Goods sector helping clients across complex strategic, operational and organizational issues.

At BCG, he also played a number of internal roles including Asia-Pacific leader for Operations Practice, member of Global Taskforce for redefining BCG's strategy, establishing Chennai office, etc.

Sachin then moved to RPG Group as President & CEO, where-in he was leading three companies while also driving Innovation, Digital and Business Excellence as Management Board Member. Over 6 years, he worked closely with the business leaders to drive significant improvement in financial performance, market position and strategic clarity in all the three companies.

A few years ago, he pivoted once more having come to appreciate the energy and joy he derives from being a thought partner to senior leaders. He now works as a Corporate Sherpa helping CXOs navigate complex strategic and organizational dilemmas as their mentor and guide.

During these years, he realized that leadership transition is a very neglected area with high risk for institutions and leaders. He has been anchoring the work on CLIMB with an aspiration to raise the level of global knowhow on this topic.

PROGRAMME HIGHLIGHTS

FIRST-OF-A-KIND programme which addresses a critical challenge faced by all types of institutions

PRACTICAL programme designed to immerse participants in a navigational framework and toolkits

TARGETED for Leaders-in-Transition and Supporting HR Leaders to navigate transitions successfully

BEST-IN-CLASS FACULTY combining years of relevant academia and industry experience



Helping Leaders **CLIMB**
Dec 19-21, 2024

SELECT TESTIMONIALS

CEO, One of the largest Pharma companies in India

*"I was circumspect at first, but it turned out to be a game changer. Helped me **hone skills critical to stepping up** and provided valuable insights on navigating some difficult business decisions."*

CEO, One of the largest media companies in India

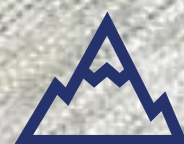
*"Although my new position was on familiar grounds, I am glad to have used CLIMB. It provided a **structured approach**, and **guided me through the initial challenges** that came with my new role."*

CXO, One of the largest EPC companies in India

*"CLIMB helped me see my **strengths and weaknesses, against the task at hand**. Played a pivotal role in helping me **map out a plan**."*

CDO, One of the largest Industrial companies in India

*"CLIMB provided me with **deep insights and an analysis of the situation**. It helped me clarify **stakeholder expectations**, prioritise my initiatives and find ways to **secure their buy-in**."*



Helping Leaders **CLIMB**
Dec 19-21, 2024

Nominations & Enquires

Participant Profile

The Programme is best suited for:

- **Mid-level and Senior Leaders** who are preparing to transition or have already moved into a new role
- **Mid-level and Senior Leaders** who have been in a new role for around a year and want to step up their game
- **Emerging Leaders** who plan to join the C-suite
- **CHRO's, HR Heads** and **HR Leaders** who are closely involved in supporting transitioning Leaders

How to Apply

To register for the programme, fill in the application form through the link below:

<https://bit.ly/climb-oep>

The closing date for receiving applications is December 5, 2024. The last date for early bird discount is November 28, 2024. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter

Venue and Accommodation

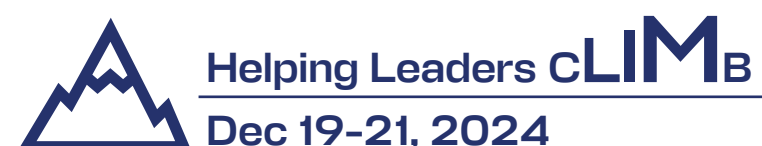
The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with empaneled hotel partner. IIMA norms do not allow participants to have guests staying with them during the programme

Certificate of Participation

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair

IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.



Programme Fees

Programme Fees

INR 1,20,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by December 05, 2024. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If an application is not accepted, the fee will be refunded to the person/organisation concerned.

Discount

Early Bird Discount: Applications received with payments on or before November 28, 2024, will be entitled to an early bird discount of 7%. Early submission of fee and application does not, however, guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%. Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes. Programme dates and fee are subject to change at the discretion of the Institute.

Payment Options

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer

- 1) Name of Beneficiary: Indian Institute of Management Ahmedabad
- 2) Savings Bank A/c IIMAHMOEP, HDFC Bank Limited, Ahmedabad, Vastrapur Branch (IFSC Code: HDFC0000048, MICR Code: 380240003)
- 3) Name of Remitter: _____ (Please mention the name of the sponsoring organization)
- 4) Purpose of Remittance: CLIMB: Building Capability for Leadership Transitions
- 5) IIMA Permanent Account Number (PAN): AAATI1247F
- 6) IIMA Tax Deduction Account Number (TAN): AHMI00189A
- 7) IIMA GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

[B] Payment Gateway

Please visit the following link for Payment Gateway: <https://bit.ly/CLIMB-Payment>

After making the payment, please email us the complete transaction details so that we can link your remittance with your nomination.



Indian Institute of Management Ahmedabad

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA-FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA-PGPX)
- Executive Education offers short duration programs through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)
- Armed Forces Programme (AFP)
- Online MBA Programme

The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas & Groups

Centre for Management in Agriculture, Communication, Economics, Finance and Accounting, Human Resources Management, Information Systems, Marketing, Organisational Behaviour, Operations and Decision Sciences, Public Systems Group, Ravi J. Matthai Centre for Educational Innovation, Strategy

Research Centres

- Arun Duggal ESG Centre for Research
- Ashank Desai Centre for Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship
- Centre for Management of Health Services
- Centre for Transportation and Logistics
- Gender Centre
- India Gold Policy Centre
- Misra Centre for Financial Markets and Economy
- NSE Centre for Behavioral Science in Finance, Economics and Marketing





**Executive
Education**

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

New Campus, Vastrapur, Ahmedabad - 380 015

Ph: +91 79 7152 6400

Email: exed@iima.ac.in

Web: www.iima.ac.in/exed/

