

## What are you thinking when you must replace a C- Level Executive?

Most organizations grapple with replacing C level executives when one of the existing leaders decides to or is forced to leave. Others, have the luxury of a bit more runway when they see either great new opportunities or significant challenges looming. But the thinking around these three situations should likely be similar.

When a position is vacated, or a Leadership need arises, the functional requirements of the role are usually pretty evident. The subject matter expertise and specific “technical skills” for the role are also generally well understood. The tricky part is deciding what “stance” you want a new leader to hold and what experiences would help create that stance and be good for your organization to access. and experience are important but not the only set of considerations in choosing a path forward. This note is about the six things you should consider as you paint in the shaping experiences you hope to find in a new C level Leader

1. What are you trying to achieve?
2. The reason you are considering making a change now
3. What is your current situation?
4. The context in which you are making the decision
5. What you expect the outcome to be?

What we are trying to avoid is the easy and non-differentiated response: “ Yeah, I’ll have one of the same”- a relatively non unique and non-thoughtful solution that so many organizations choose. We are encouraging you to spend some thoughtful time up front to help enable your organization to be the very best it can be.

Based on the considerations above, and our experiences of helping organizations transform and improve, we think this is a good starter list of considerations- and we hope that they will help you spawn additional considerations more specific to your situation:

### Key Considerations

<b>What are you trying to achieve?</b>	<ul style="list-style-type: none"><li>• Short term leadership team augmentation</li><li>• Fill in for a returning executive</li><li>• Positioning the organization for sale</li><li>• Positioning the organization for transformation</li><li>• Preparing for a large or series of acquisitions</li><li>• Mentorship and development of functional people or the management team as a whole</li></ul>
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<p>The reasons why you are considering making a change- now?</p>	<ul style="list-style-type: none"> <li>• Getting in front of recent positive opportunities for your organization</li> <li>• Recent terminations</li> <li>• Recent realizations that your existing team might not be up to the developing and delivering the outcomes you hope to achieve</li> <li>• Shifts in your market or competitive environment</li> <li>• Need to accelerate transformation and performance improvement</li> </ul>
<p>What is your current situation?</p>	<ul style="list-style-type: none"> <li>• How's performance vs your expectation?</li> <li>• Is your effort to realize your goals and aspirations paying off?</li> <li>• What's going on in your value chain? How prepared are you to thrive in the developing environment?</li> <li>• More specifically, What's the nature of the changes taking place, or you want to have happen and how would the "open position" be responsible for dealing with them?</li> </ul>
<p>The context in which you are making the decision</p>	<ul style="list-style-type: none"> <li>• Stage of development</li> <li>• Form of ownership; are you considering making a change?</li> <li>• Do you need to make change quickly- or do you have time?</li> <li>• Is the situation you face more strategic, operational, or economic- or likely a combination of all?</li> <li>• Is the organization at a succession crossroads?</li> <li>• Do you believe people in your organization can step up – and you can reorganize your way to success?</li> <li>• How do you judge your organization with regard to assessing the challenge you face, developing valuable solutions and how do you think they will deal with the changes required in the near, mid and long term?</li> <li>• Do you think your organization needs help with good or fresh ideas- and they can run from there- or will it need ongoing support to ensure that the changes are well implemented and will stick?</li> <li>• Is the issue or opportunity you are facing more like wine and cheese (under the right conditions things will get better with time) or bread and milk (there don't seem to be any factors that suggest elapsed time will make this better)</li> <li>• Is your organization Tech savvy, Tech crabby or Tech laggy- where do you need it to be?</li> <li>• What are the skills and experiences you think you need, and also believe are missing on the current team?</li> <li>• The size and scope of the organization</li> <li>• Your belief regarding the size and scope of the task at hand</li> </ul>

What are your expectations about the outcome?	<ul style="list-style-type: none"> <li>• What does success “look like”? <ul style="list-style-type: none"> <li>○ What are the dimensions?</li> <li>○ How do you define value?</li> <li>○ How fast do you expect it?</li> </ul> </li> <li>• What do you expect your organization and capabilities to look like, after you have “done this” for a while?</li> <li>• What will be new or better?</li> <li>• What won’t you be doing?</li> </ul>
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### Make it real- sketch it out

At this point, avoid the formal job description- or worse – marking up the current one. Sketch out:

- The expectations and hoped for outcomes for the job for the job
- Based on your thinking above- double check your ideas about subject matter expertise and functional skills
- What are the other experiences and skills do you think you will need?
  - Do you think it is possible to find the necessary composite in one person?
- What kind of person do you need with regard to “operating as usual” or more of a transformational role
- What are your comp and benefits thinking for the role?
  - Is that available for the position?
- And.... What would happen if you:
  - Nailed the response
  - Sorta got it right
  - Blew it

What is the possible impact on the whole organization or the department or function that is most relevant?

Today’s business environment serves up a lot of choices to fulfill business needs.

- Full time leader
- Fractional Leader
- Consultant/Advisor

### The types of roles available and considerations for each

Creating a check list or a decision tree would likely oversimplify the answer and step over some critical introspection and assessment opportunities. Here are some trade-offs and considerations that can help you come to a solid plan and decision about the type of leader you want to engage:

Full time	<ul style="list-style-type: none"> <li>• Playing for the long term- and see a series of transformational efforts transpiring</li> <li>• Can bring most all of the capabilities you believe you need on the team</li> </ul>
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	<ul style="list-style-type: none"> <li>• You can afford the “acquisition” of the skills and experiences and it won’t upset your current motivational compensation and benefits strategies and approaches</li> <li>• Won’t over dominate the existing management team and esprit de corps</li> </ul>
Fractional Executive Leader	<ul style="list-style-type: none"> <li>• You view the role as being relatively short term- 3-36 months</li> <li>• You are playing to win in the near term and long term</li> <li>• Provides access to all of the right skills and experiences- or if not, will set you up to split the roles at a more “affordable cost”</li> <li>• The expected effort is more strategic than operational- but doesn’t neglect the need to make practical change and create better economics</li> <li>• You want to move fast- a FEL will likely (and should absolutely) have more “at bats”, so has built the mental models around which to inspire and execute transformations</li> <li>• You want to buy some time to figure out your longer-term options</li> <li>• You need to fill the role faster than a 3–6-month search</li> <li>• Likely will be able to bring more energy to a transformation because of prior and varied transformation experiences</li> <li>• Because of limited “time on task”, likely to focus on the bigger picture matters</li> <li>• You might be able to split roles and fill a broader range of your expectations with a better cost profile</li> </ul>
Consultant/Advisor	<ul style="list-style-type: none"> <li>• Need to fill a need ASAP</li> <li>• No need to insert into the organization – rely on project management capabilities and sharing varied experiences vs hands on management of the enterprise</li> <li>• You want to focus more on “the change” than immediately effectively running day to day operations</li> <li>• You need a diverse and specific set of experiences that are garnered through a background as a consultant- and the track record of helping clients embrace the change and intensively and quickly adopt</li> </ul>

So, given the above considerations- what kind of role will best suit your purpose?

PMCC Ventures is happy to help you sort out the situation you face with the intent of turning adversities and challenges into opportunities.

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