

Bringing a Rival into the Fold

Global technology leader hired to lead turnaround – wins over strong internal candidate for the role

Culture
Rival
Turnaround
Quality problems
Misalignment
Priorities expectations
No data set
complexity

Once an industry leader, struggling tech company hired an outsider CIO. Well-respected internal leader denied role due to lack of global experience. New CIO must keep “rival” fully (and respectfully) engaged to drive performance and acceptance.

- New CIO (Kate) received transition acceleration support, including an interview-based *Team Alignment Process*
- During the interviews, over 20 members of her leadership team expressed concern about how an internal candidate (Jeff) felt about the new CIO
- Collaboration between these two leaders was essential for robust product development, and financial performance of the corporation
- The CIO shared her concerns, and felt the need to tackle this problem head-on

“There was a general assumption that Jeff was going to get the role that Kate holds. Many of us worried it would affect her/our performance. Kate has secured his alignment and loyalty.”

– Senior R&D Leader

What the CIO did about her rival.

- Spoke privately with Jeff before the two-day retreat of their top 25 global tech leaders
- Directly and transparently addressed the team about their concerns for Jeff
- Jeff spoke next, and helped his peers understand that he lacked needed global experience, and fully supported Kate
- This pair of leaders led a Q&A with the global team, demonstrating unity and respect (responding to even the toughest of questions)
- Post-retreat, Kate made inclusion of Jeff a top priority for all major decisions. As a result, Jeff gained needed global experience

Performance improvements:

- Quality
- Market share
- Unity
- Simplification

