

# Transition coaching

Coaching for retiring senior leaders who have dedicated 10 years or more to their organisation

# “Transition coaching” is probably the coaching product we offer where we can have the greatest impact on partnerships and public sector organisations.

Jen and Heather have more than 30 years’ combined experience of working within professional services partnerships, including Deloitte, the Boston Consulting Group and McKinsey. We have seen first-hand the challenges faced when someone comes to retire from the firm that has defined them and their career for many years. It is a transition that can be unnecessarily challenging for both the retiree and the remaining group, despite best intentions on both sides. This is because, without a clear grasp on their future, some partners find it incredibly tough to leave.

## NEXT STEPS

If a retiree has not already lined up a senior position elsewhere, they have options to evaluate before they leave their partnership. Do they want to...

- Transition over to one of their clients, start a business or work in the third sector?
- Choose between becoming an Executive or Non-Executive Director?
- Keep doing what they know in some capacity, or try something new?
- Keep working all the hours they’re given, or reduce their working week?
- Retire in totality and find something else that is meaningful in their life?

So often they are too busy to think about these questions until close to their retirement date. They then have a large number of options to weigh up and they focus on what they can do, rather than what they would like to do. **We believe early planning that is focused on continuous growth is the key to a smooth transition into a post-Partnership career.**

# There is also the question of leaving a long-lasting legacy behind.

**LEGACY** Most senior leaders want to leave a legacy in the organisations they have made successful. Whether it is the client relationships they built, the people they mentored, their individual influence on the Partner group, or something quite different, they want to leave a contribution that lasts beyond their tenure as a lasting impression.

While a partner may know very well their individual contribution to their colleagues, ensuring that this can last beyond their retirement takes some planning, collaboration and targeted activity.

We have both witnessed highly regarded senior leaders whose legacy was lost because of a difficult retirement. We have coached people who have many options and don't know whether to go with the most lucrative option, or with the role that will give them most joy. We have helped a senior leader in a law enforcement agency who pivoted their focus in order to create a long-lasting legacy.

We can work these things out for ourselves – thousands have before us. However, we believe timely CliftonStrengths-based Transition coaching will be of huge value to people who tick three or more of these boxes:

10 years or more spent in same organisation

Partner and/or senior leader

Unsure what to do after current role

Wish to leave a lasting legacy behind

# We use CliftonStrengths specifically for Transition coaching. It helps us to look at ourselves afresh after years of knowing what we're good at.

When you're a partner in a firm, or a senior leader in the public sector, you have been doing your job very well for a long number of years. It isn't to say you're never challenged, but you are very comfortable in your contribution. Simply, you know what you do well, and why.

Retirement in any shape or form is your opportunity to continue to grow. Whether you're thinking about what you leave behind, or about the shape of your future activities, you will have Strengths that you don't use as often as others. These less-used Strengths can become the shape of your opportunity.

## Case study 1

Senior professional in a law enforcement agency

This person didn't know whether or not they wanted to retire after nearly 20 years spent in one department.

CliftonStrengths uncovered some specific relationship-building Strengths that pertained to mentorship. They decided to stay on, postpone retirement, and spend 2 more years training up more junior members of staff in their own very specific capabilities.

## Case study 2

Senior Partner in a law firm

This person was expecting to go into a consulting role. CliftonStrengths helped them to reframe their Strategic Thinking skills. Rather than provide consultancy informally, they started a business and employed a small team.

## Case study 3

Partner in an audit firm

This person had options, but chose, strategically, to retire, take 6 months, and then reevaluate. They were able to relax fully because they had made a specific choice. They felt they would have been uncomfortable had they not actively planned the time. They enjoyed a genuine break and then chose a part-time role.

This isn't about us telling you what you can or should do. We don't believe that would be at all beneficial.

Instead, it is about systematically creating the space and the framework for you to think clearly about your next steps. It is also a space away from your firm to think about the legacy you wish to leave.

Coming to us enables you to start thinking about this, without signalling to your colleagues that you are thinking about life beyond your organisation.

Please get in touch via the [OPCoach.UK](https://www.opcoach.uk) site if you'd like to know more about the programme. Timing and frequency of coaching is tailored to the individual. However, we believe that starting to think about this 5 years before you retire from your firm or agency is a good time to start.