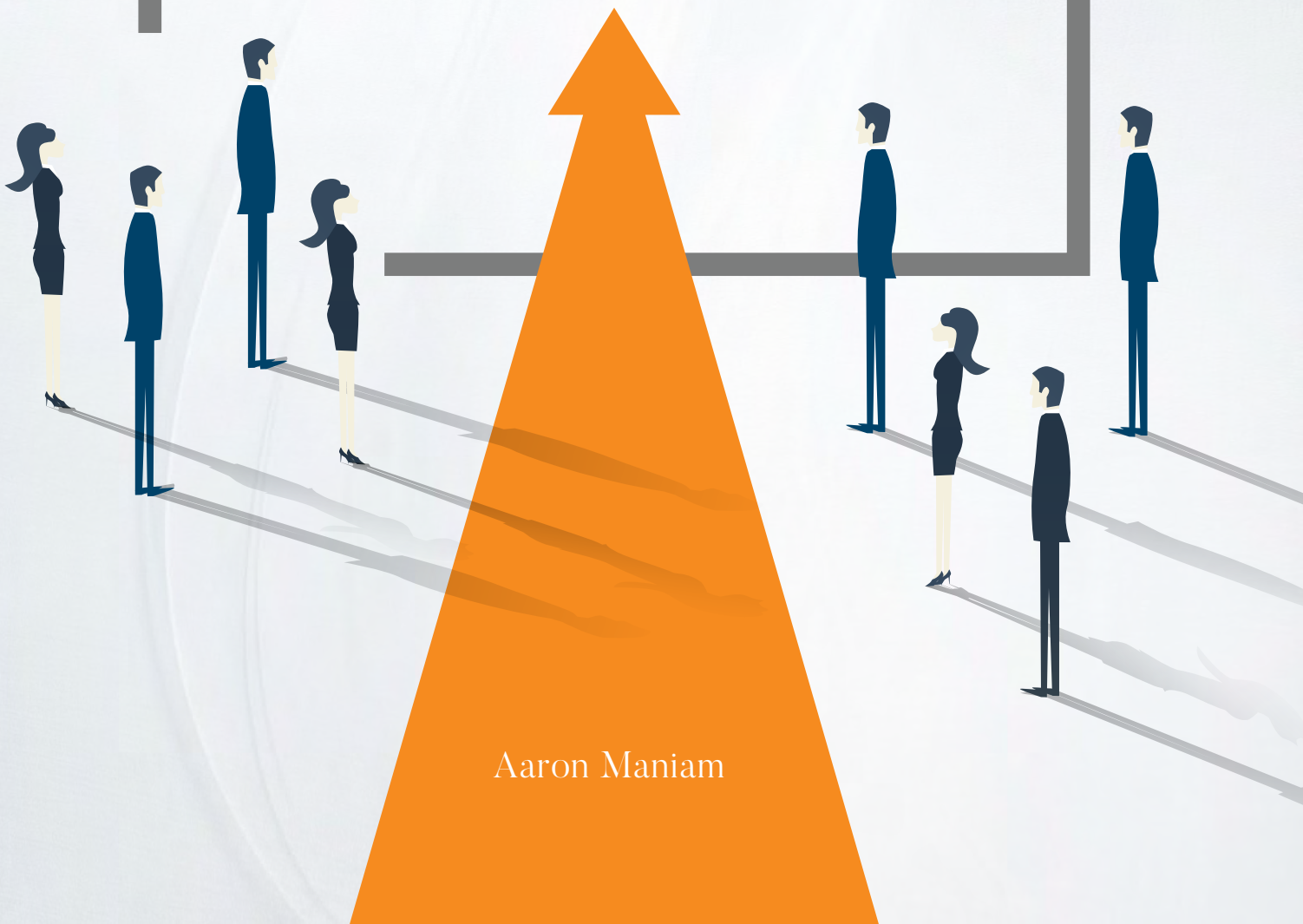


LEADING MOVES

Good Practices for Leadership Transitions



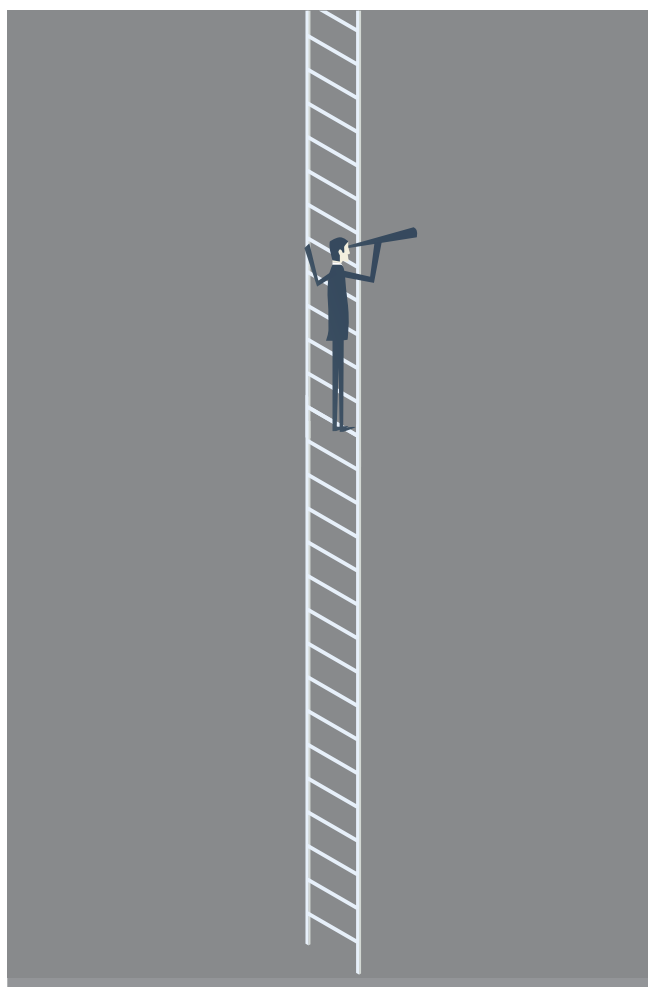
Aaron Maniam

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Introduction:

Why This Document? And How to Use It?



Postings and job rotations are commonplace in the Singapore Government — within an agency or family of agencies, within a sector, even across the Government. There is an abundance of useful academic, consulting and other literature on how to manage such transitions, which are invariably stressful for the individuals, teams and organisations involved, but can also be times of deep learning and powerful transformation.

Our public sector community also has a wealth of practical wisdom on how such transitions can best be managed — most of it passed down informally in agencies, through stories of officers who have managed their postings with either particular success or failure; in training programmes; and increasingly in anecdotes buried in the memoirs published by retired senior civil servants.

Yet, for a range of reasons, we haven't formally collected this wisdom. This short document seeks to address this gap. It aims to supplement, not supplant, the many publications that touch on this theme in a general way, providing an additional layer of context and detail applicable to our government context.

“You are here to lead, not merely to manage.”

Executives from Shell, from which our public sector has learned a good amount, are often told, “You are here to lead, not merely to manage”. In the same vein, this document treats the process of transition as a “leadership process” — because postings typically involve adjusting to managing new teams (and having them adjust to us!), and/or moving to new levels of responsibility. It also focuses squarely on the process of transition — not on other equally important areas of leadership like strategy or leading change, although these could well become the subjects of future such collections.

For practical purposes, the document mostly adopts the perspective of the person experiencing the transition (either into or out of an organisation). But such processes actually involve all of us — from senior management to members of a new leader’s team — so ideas on how we can all contribute to successful transitions are interspersed throughout.

The stories in this document are from all of us, as a community of leaders. They have been anonymised since some of the issues handled by some individuals and teams were classified, but some of you may well recognise the individuals involved. 😊

Like our community, the document must live and breathe — so feel free to email cscollege_ilod@cscollege.gov.sg

if you have suggestions on how to improve it, or stories to add.

Feel free to read this in whatever way works best for you. The ideas are sequenced in such a way that you can work through the document from start to finish; but the sections are also written to be fairly self-contained, if you prefer to dip into them in an order you prefer. Feel free to pass the document to colleagues or team members about to go through transitions; even better, use the document as a springboard to discuss how their experience can be full of learning and not just stress for them.

At the end of the document, you will find a list of useful resources — these are suggestions from fellow public officers, including our leadership experts at the Civil Service College’s Institute of Leadership and Organisation Development.

Last but not least, we acknowledge and thank our colleagues for their many contributions of stories, ideas and perspectives. The stories have been anonymised for confidentiality purposes.

We hope you find the ideas and stories here useful, and wish you the best in your postings, whether they are happening soon or in the more distant future.

Aaron, PSD and CSC



In what way does this new opportunity differ from
our previous role?



Before Your New Job

How might we sustain those informal relationships — or cultivate new ones — with people who have an interest in our continued development?



One PSL believes that:



...any officer must understand the context that surrounds their posting. Are you going into a job to build a new team, clean up house, manage the downstream implication of policy? Are you going into a team that is looking for direction, jaded with changes, or enthused by possibilities? All these require slightly different leadership approaches and staging of your action plans.

In a similar vein, one director shared that he found it useful to think of new jobs in three broad dimensions, each of which differs from organisation to organisation:



RULES

(simple things like staffing formatting/ expectations from different bosses)



INTERPERSONAL DYNAMICS

(e.g. who holds institutional power, beyond official appointments)



ORGANISATIONAL CULTURE

This belief lies at the heart of a broader point: it helps to start by recognising that transitions involve change along many dimensions — new content, new teams, new stakeholders, new responsibilities and relationships, a new organisation with all its attendant structural and cultural complexities, and even a new physical location. We tackle each of these in turn below.

New Content



- ◇ Invest time in reading files (if available!) and getting to know the history of issues. Read up on recent news articles and speeches (e.g. from Budget and COS debates, workplans) to know the priorities and preoccupations of the new agency.
- ◇ Like some soccer fans, we don't have to "walk alone" on our transition journey. Apart from your immediate predecessor, this can mean talking to others who've been in the job before, or even others who served in the same department, so you expose yourself to a range of views on the job and its surrounding issues.

New Teams



- ◇ You don't have to wait till you start your new job to get acquainted with your new team — or let them get to know you. Several directors shared how they linked up their new and current teams, either in person or via email, and encouraged their future colleagues to contact people who had deep, personal knowledge of the new leader's style (without the new leader in the loop). This has the positive effect of allowing teams to exchange perspectives frankly, and it demystifies the new leader.

New Stakeholders (both internal and external)



- ◇ Think about who the internal and external stakeholders are in your new job.
- ◇ One director shared how she has “tended to reach out to immediate stakeholders — new boss(es), staff, peers in the ministry and statutory boards”, asking about their priorities and how best to work with them (including seemingly obvious things like whether they preferred emails, in-person meetings or other discussion platforms). Some stakeholders might well volunteer such information, but we shouldn't be shy about asking if they don't.
- ◇ It helps to define “stakeholders” broadly — they can also include other ministry staff (e.g. the relevant policy desk at MOF), ministry desk heads of a particular statutory board, or even people/organisations not currently defined as stakeholders by your organisation.

Don't feel you have to do this alone. One director shared how he asked his new team to brainstorm a list of key stakeholders to engage — including who their “allies” were on certain issues and who would need more persuasion about their team's point of view. He then met the stakeholders with his team, introducing himself to them and asking for their wish list for how the two teams could work together and add value to each other.



New Functional Responsibilities and Relationships



- ◇ If you are transitioning into a new level of leadership (e.g. if you are managing others or taking on a middle manager role for the first time), it may be useful to go for a course on management/leadership that helps you to prepare for that shift in leadership and to also connect with other peers, before you start the new job¹. Courses cannot solve everything, but they do help you to start thinking and operating differently, in preparation for your new role. Two questions that you can keep at the back of your mind as you try to make sense of your responsibilities are:

- **What is my leadership role at this level?**
- **How can I best add value here?**



- ◇ For bosses who have first-time managers, it can be useful to gather your new and experienced managers from time to time to share management tips, so they can learn from one another.
- ◇ Some of your direct reports may be older than you, or people who were previously your peers. It helps to reassure them that you're there to help them excel, and to better understand their circumstances/outlooks, it might help to state these things clearly in a one-to-one conversation soon after you take on your new role.

¹ The Civil Service College offers the Manager L.E.A.D. Programme, Leading from the Middle (LMP) and the Management Development Course (MDC). For more information, visit <http://www.cscollege.gov.sg>.

- ◇ It also helps to build relationships with your peers in other ministries (e.g. those covering similar policy issues, or similar families of issues like international relations, human resource, finance, organisation development). We can't be best friends with everyone, but it does help to know you can call someone and solve a problem quickly, rather than have to write a formal email for everything!
- ◇ If you are being promoted within the same agency or department, the tips above can help you manage this transition. It may be tricky if you become the new boss of your peers.
- ◇ To prevent the "power distance" from changing drastically or suddenly, you can explain to your new staff that you are still the same person before and after the promotion. While you may have to change your working style and priorities, you are still there to support the team fully.



New Organisation (with a new culture and colleagues)



- ◇ It helps to identify early the decision-making and communications platforms at use in your new agency. Some might be specific to a principal (e.g. some Ministers/PSes preferring discussions to emails, or vice versa), but it always helps to understand the purpose, involvement and regularity of each platform.
- ◇ One important aspect, especially for those who will have to sit in ranking and assessment meetings, is the “rankology” of the new organisation: how personnel are assessed and ranked, etc. While all organisations are governed by the same broad principles and overarching guidelines, implementation can sometimes have organisational specificities (e.g. what are considered significant achievements, whether proof/evidence of potential differs between entities and even between reporting officers). Awareness of potential idiosyncrasies will help a leader to navigate the system better on behalf of his/her subordinates, and also to bring in experience from previous organisations to ensure a more equitable playing field.
- ◇ You may need to make adjustments to your own preferred style, if necessary.

New Physical Location (and commute)



- ◇ This may seem trivial, but don't forget that commutes are sometimes the largest source of stress, especially for people living in dense cities like Singapore. Give yourself time to scout out the new office before you officially start, including things like where to park (if your season parking isn't finalised beforehand), where to have lunch on your first day, etc.

In addressing these various dimensions of newness, there's clearly a theme of having multiple conversations with as wide a range of people as possible, to unearth diverse information in a proactive way. One director summed things up thus:

“ I’ve personally found it useful to speak to a lot of people — within the department, other teams that work with the department, other agencies that work with the department, to hear what they think about the team, its work, etc. I think it better helps me define what the issues are and then to think about what the best way of tackling them is, to hear what they think my role/value-add is.

For some of us, the sequencing also matters. One PSL goes as far as to state that

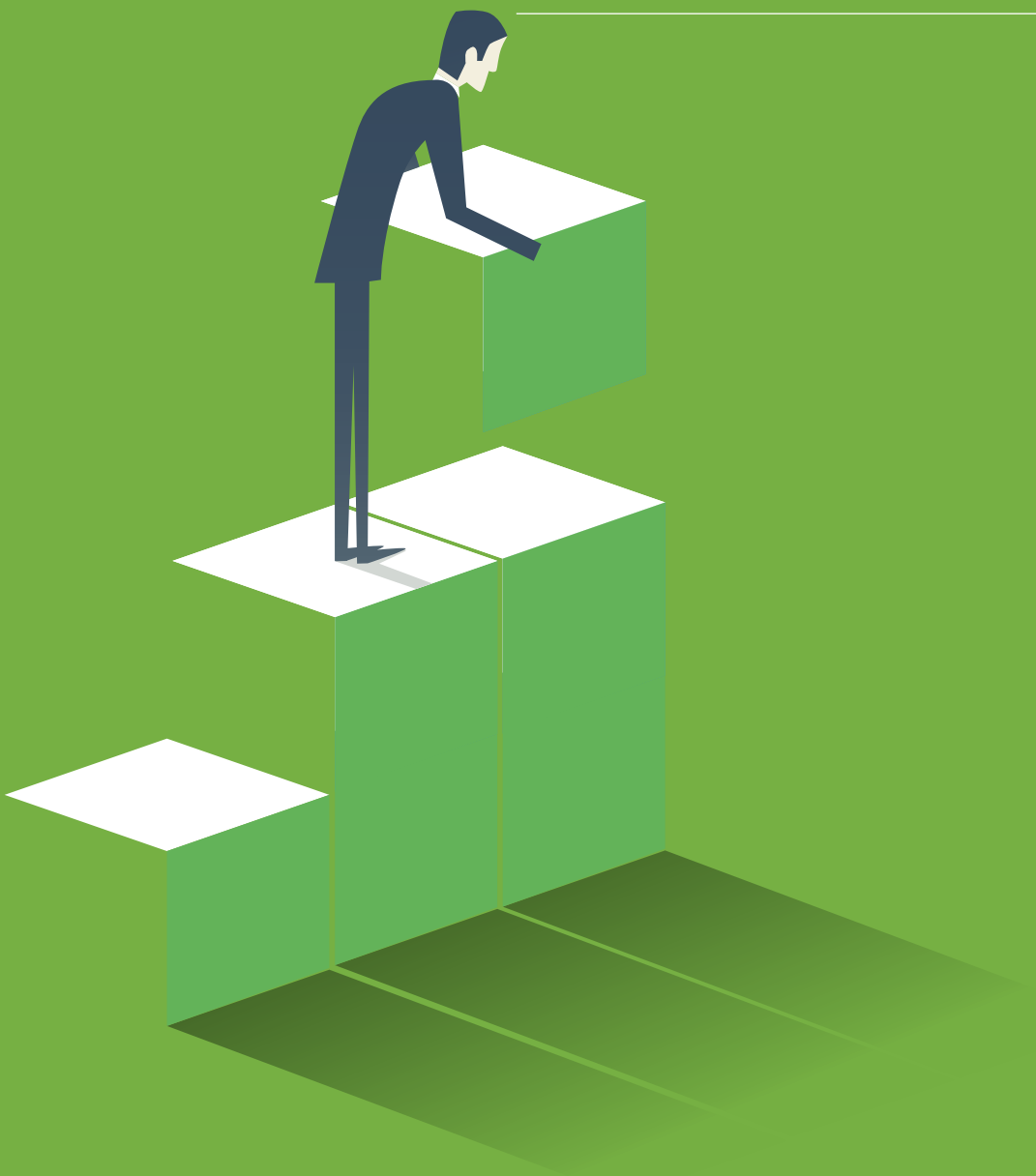
“*[c]ontent is the last order of business. First order of business is the people and culture. Not just the team you are leading, but those around the team.*”

For others, content may be a more natural place to start, but the key will be to cover all the different dimensions eventually, for a more complete understanding of the new job and its surrounding ecosystem.





What don't we know — and what will we be expected to know?



The First X Days

What do we need to do in the first week?

The first 30 days? The first quarter?



Several of us shared versions of the following advice on how to manage our initial days in a new job:

- 1 Don't try to change anything in the first six months. Observe what is going on first.
- 2 If I could turn back the clock and redo the transition, I would speak less/hold back on changing things and observe/listen more.
- 3 While sometimes the opinions of the new officers may be sought (to bring a "fresh pair of eyes" to issues), in many other instances there could be discomfort, even cynicism, from current staff (some who might have been at the job for several years) who may not take too kindly to the new person offering unsolicited views on how to "improve" things.
- 4 Listen first, don't take action immediately.



These observations remind us that postings place a great deal of stress on both organisations and people, especially at the levels where rotations are more frequent (usually pre-Superscale). One PSL notes that while leaders should not simply preserve the status quo, they also should not **"chop and change from the word go"**.



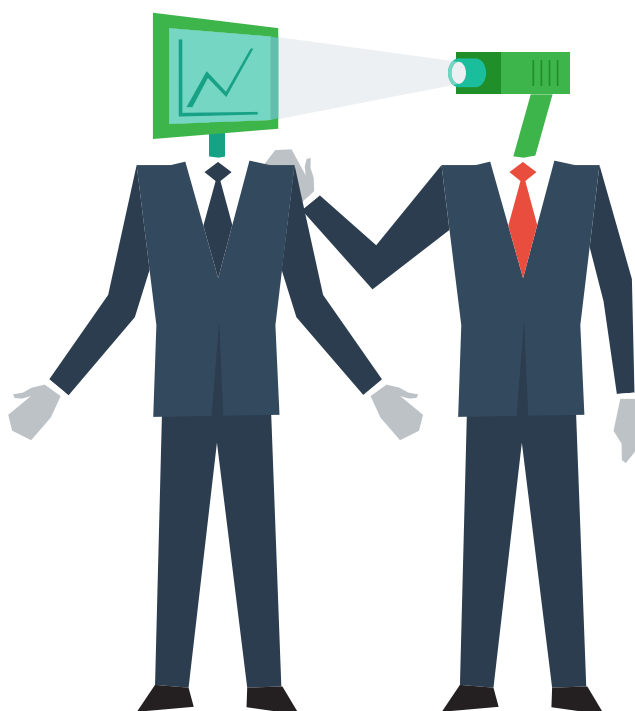
This is not the instinct of most leaders, even the most adept. Many tend to feel that they must take quick action in a new job, to demonstrate decisiveness. At the core of this is a belief that leaders must somehow be a blend of the hero, expert and provider of certainty for a team. The rest of this chapter looks at how we might avoid this well-intentioned but flawed assumption, taking the time to slow down initially in order to speed up later. Some leaders develop plans for the first 30 or 60 days, others prefer the "first 100 days" that the American president typically adopts. One statutory board PSL, for instance, promised when taking over the reins of leadership that no changes would be made for the first 100 days when he took on a new role, and he would primarily be in "listening mode". The exact number matters less than actually taking the time for an organisation to adjust to us, and us to it — and making this process clear and explicit.

Double-Hatting

You may be asked to double-hat at both the outgoing agency and incoming agency, so as to ensure there is no gap between you/your successor or your predecessor/you. To have a sustainable and successful double-hatting arrangement, you should discuss early with your supervisor in both agencies and agree on clear tasks and timelines. This will give certainty and assurance to all parties.

There may be a transition period when both you and your successor/predecessor are present at the same time. In that situation, it would be useful if you can explain the rules of engagement to your staff (e.g. whom your staff should report to and for which issues). There's no "science" to this, but clear arrangements between you and your successor/predecessor, and clear communication to your teams, can go a long way. One PSL shared his personal rule of thumb, which might be useful for many of us:

“...the first third of the time, the successor understudies and does nothing. The incumbent still runs it as if the successor is not there. For the second third, the successor starts taking over some approval functions while continuing to understudy the incumbent. In the final third, the successor decides with (the) incumbent monitoring in (the) background.



Make Time for Your Team to Know You

Clear and early communication of expectations, personal style and work patterns is useful so that your new team doesn't have to second-guess what to expect from and about you. Several directors noted the value of a **team launch**² — dedicated time for you to introduce yourself and hear from the team. During the introduction, it helps to be open about your insecurities (as much as you are comfortable), as well as highlight your leadership philosophy and most important guiding principles (e.g. some believe that it is better to seek forgiveness than ask permission, others emphasise not taking people for granted, etc.). The SAF actually has a system whereby commanders at all levels are expected to write and share their Command Philosophy with their men; while we don't have to adopt a similarly formal format, the core intent is useful to emulate.

An alternative to the team launch is an **informative introductory e-mail** to everyone you lead. This is an opportunity for you to state your position on things like an open-door policy or to invite continuous feedback. You could ask to be added to relevant WhatsApp groups so that you have all your new colleagues' contact details — and, more importantly, so you ensure that your team sees no “power distance” or barrier if they need to WhatsApp/SMS you later on.



² In a team launch (or re-launch), the purpose is for a team to get clearer on Goals/Aspirations, Roles, Norms, and Types of Interactions. You can even do a pre-mortem and talk about what could go wrong.
See: <https://www.challenge.gov.sg/print/level-up/stop-dreaming-and-start-teaming>.

The exact content or modality matters less than the fact that you take time to share useful information about yourself. These ideas are also not mutually exclusive; more introverted leaders may find the email a useful first step, and the team launch useful at a later stage. The core priority is setting the tone for communication and engagement, and establishing the transmission channels for leadership messages and influence — via both established management/reporting channels and informal technology.

Here's a particularly powerful story of effective communication by a new leader:

 *This person came into a job where he didn't have prior experience. He was also considered young for someone taking on the job. He was very upfront about this (lack of experience in the area of work) and made it clear that he would commit time to engage the various levels including the ground to understand the issues better. This was good as staff became open to sharing their views and helping him along. This made the overall culture better and staff became comfortable with him quickly. This helped to move issues smoothly through the chain and enabled him to add value along the way.*

Take Time to Know Your Team

Just as important as your new team knowing you is your getting to know them. One director provided the following summary of his initial time in a new job:

I find it useful to spend time to understand the staff under me in the new team. Make this the top priority. There are various competing demands with job transitions, including trying to master the content associated with the new job area. However, I find that the most important is to understand the staff and to give them the opportunity to understand me. It's important to start on the right tone/footing with the new team — for them and for me.

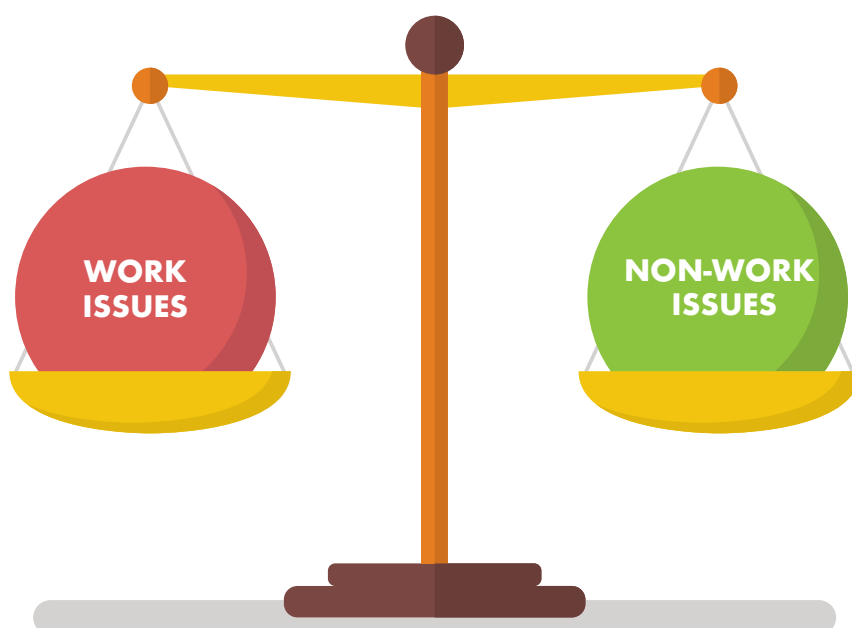
The key question of course is how to gain such a deep understanding of your team. Some of it takes time, but many directors shared stories of the usefulness of personal, one-to-one conversations where they asked their teams some or all of the following:

- ☒ What the team likes about their work
- ☒ Sources of any angst or insecurities among the team
- ☒ How the team feels about the change in bosses and why (worried/anxious, excited, or perhaps a bit of both...)
- ☒ Things their new boss' predecessor(s) did well that they hope will carry on
- ☒ The team's wish list for things that do need to change
- ☒ Each team member's views on his/her strengths and how their new boss as a leader might help to maximise them
- ☒ Areas each member wants to grow in and how their new boss can help
- ☒ What the team's priorities are/should be
- ☒ What non-work-related things they want their new boss to know about them, in order to be a better leader and better understand the person's efforts to balance their time (e.g. personal obligations outside of work, imminent marriage/new child/child going into primary school, commitments to caregiving for ageing parents, etc.)

This insight from a deputy director encapsulates much of the above thinking:

“Talk to everyone. Especially the people who are working at the farthest end of the food chain — i.e. those who are closest to the actual work that’s being done. Oftentimes, they’re the ones who will be able to give you important contextual and also informal information which can be very useful in shaping/defining your role so as to be most useful to the work. Dialogues with the bosses you’re about to work for are important as well, sure, but the people you need to get to know first are usually the ones in the trenches. Followed by the people in other trenches who are affected by the work done in your team’s trenches.”

Questions posed at these one-to-one conversations are at their most powerful when they are open and cover both work and non-work issues, since they emphasise that we are interested in our teams as **people**, not just as workers. One director shared that these conversations helped him learn the “little things that were big things”: how a deputy director who was a mother of three needed to leave by 6 p.m. but was willing to check her email later in the evening to keep workflow smooth; how another officer knew her personal energy rhythms and worked better if she went on short leave every three months; how a father needed to be with his daughter for piano class every Thursday but was otherwise more than happy to work late on most days.



Questions as Aids to Learning

Part of the learning that is so critical in the initial days of a new posting can come if leaders are comfortable enough to ask questions of their new teams and organisations, rather than feel that they must somehow provide all the answers. One director shared the following advice, paraphrased, from a PSL who was newly posted to his agency, which underscores the importance of questions:

“When I come into a ministry, I bring the perspective of an outsider, asking ‘silly’ questions and challenging the conventional wisdom. I try to retain the outsider’s perspective as long as possible as that is how I can better value-add.”

A newly-minted director also recalled the importance of questions when he was a new deputy director:

“I had to ask questions and work out with (my director) how best to complement him — when to check in with him on stuff versus when I have more autonomy to run with things, taking turns to play bad cop, etc. This helped us to build followership and credibility, when our officers and stakeholders felt that I was truly a good proxy of my boss.”

If any of us feel compelled to provide answers, perhaps the best advice to recall is from the Egyptian novelist and Nobel Laureate Naguib Mahfouz: “You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions”.



Don't Let the Task Overshadow the Team!

We've all done it: we keep a close eye on new leaders, waiting to observe their style and judge them for it. One of the most frequent pieces of feedback new leaders shared was how quickly they felt that they had to push a new team in order to meet a deadline or deliver on a project outcome. Being task-oriented is undeniably important, but many of the stories shared also emphasised the importance of balancing tasks with teams and remembering that, in the long run, the teams that were great, not just good, were underpinned by high levels of trust and camaraderie.

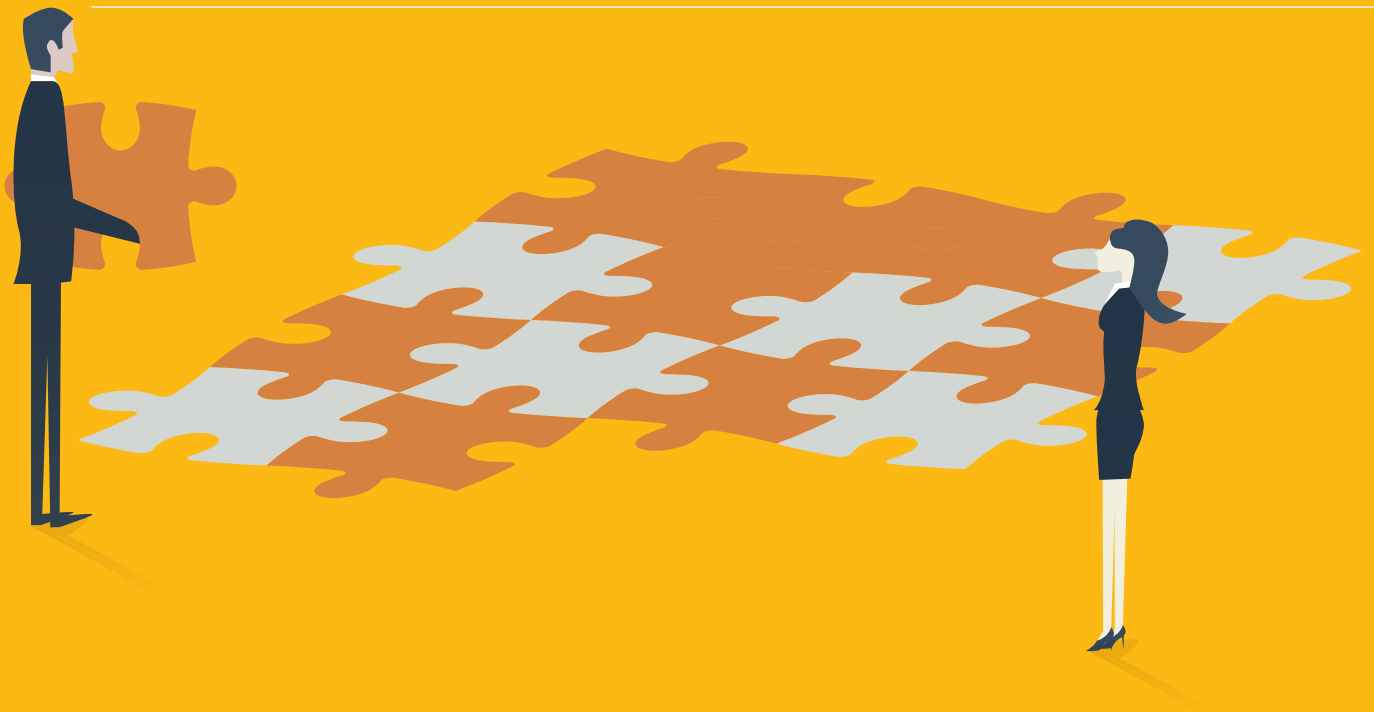


This story captures how much potential can be unleashed when teams and tasks are held in dynamic balance:

“On a team I was previously on, a new DD came in at a time when troop morale was low, people on the team weren't really friends, and everyone was just overly stressed by work and demands from higher-ups. The new DD was also quickly overwhelmed by the work — he was thrown a portfolio that would, two years later, become the work of three DDs — and his own morale must have sunk low as well, but he never allowed that to flow to the team. Instead of just focusing on keeping his own head above water, he invested precious time and energy into solving a more fundamental problem — the dynamic of the team. He spent time getting to know everyone, demonstrating genuine concern for their work, and little things (like setting up a snack corner) that eventually allowed the team to coalesce into a tight-knit group of co-working friends, upping motivation and energy. It was a great transformation and one that earned him the strong loyalty of the team. This demonstrated to me that managing a job transition well is not just about mastering the material and clearing all your emails — it's about creating a team dynamic that, in the longer-term, will make all the work done by the team better and easier, for all.



What information does your successor need to know?
And where can he find that information?



Supporting Your Successor: Stewardship as Leadership

What could you do to make the
transition smoother for your successor?



All of us have been and will be on the receiving end of a transition at some point.

It helps therefore to take a leaf out of John F. Kennedy's rhetoric and "ask not what your colleagues can do for you, but what you can do for your colleagues" in a transition. Helping our successors succeed involves seeing our work not as "owning" the policy or operations of a particular team, but "stewarding" it for a period of time: holding the team "in trust" and seeking to leave it better than when we inherited it.

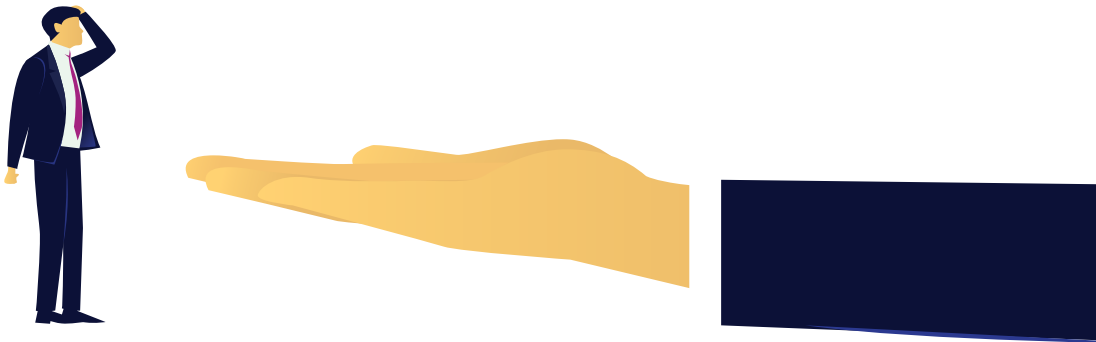
Two practical ideas stood out amongst those shared about how to make such support real.

1. First, help your successor by developing a comprehensive file archive, with corresponding summaries/explanations of the content, as part of their onboarding brief. It sounds boring but as one officer noted, "It's really so helpful". The new person is likely to ask their most substantive questions only after they've been in the job for a few weeks or even a few months, once they understand the lay of the land, by which time their predecessor could be long gone. This is where the comprehensive file archive — in an easily accessible and searchable form such as an email, Word document or USB drive — can be a useful quick reference to understand the history behind certain decisions or find out what happened previously on an issue. This helps us to ensure that we don't leave our successors to fend for themselves, searching, without context, through hundreds of pages of file archives, sometimes armed with nothing more than a vague search term.



2. Second, some officers shared that they benefited from “Transition Teams” set up by their predecessors: dedicated officers whose job was to plan the first few weeks of a new boss’ programme, and make sure their new boss succeeded. This builds on the earlier idea that we do not have to walk the transition journey alone and can harness our team(s) to help with it. Those who experienced the work of such teams pointed out several benefits:

- Where their Transition Team comprised middle managers, individual contributors and support staff, and representatives from the different functional teams, their onboarding programme included perspectives from all members, which helped them learn about how different levels of their new organisation worked.
- Officers in Transition Teams started to see their boss’ success as intricately linked to, and determined by, their own efforts. This helped the teams to avoid unhealthy “Old Team versus The Boss” thinking.
- Where representatives on Transition Teams canvassed other colleagues for ideas on the onboarding programme, a positive dynamic was established that invested the whole team in not just the new boss’ success, but the success of the organisation as a whole — generating a substantial positive spillover effect beyond the person experiencing the transition.



A deputy director shared how he helped his successor:

“During my handover, I sent my successor the important emails and documents categorised by (1) Content — work-related issues; (2) Admin — stuff like organisation chart, SOPs, benefits I can claim from the agency; and (3) HR issues — stuff like dynamics in the team, development areas of officers, outstanding issues such as upcoming appraisals or retirements. After I posted out, I tried to check in with my successor every 1–2 months for 6 months, to show that I am still available for support. I may also meet with my old team every 2–3 months for, say, 6 months, to show that I have not forgotten about them and I still value the relationships.



What are our most effective self-care routines, and
how might we keep these routines intact?



Caring for Yourself

What self-care routines do we need to establish to
keep us fit for this role?



Transitions can be incredibly stressful.

Part of moving away from the flawed metaphor of the leader as an invulnerable hero involves being kind to ourselves and recognising that we will need time, space and dedicated attention to make the transition successful — and, even, a positive overall experience.

One director shared that before making the move, she would

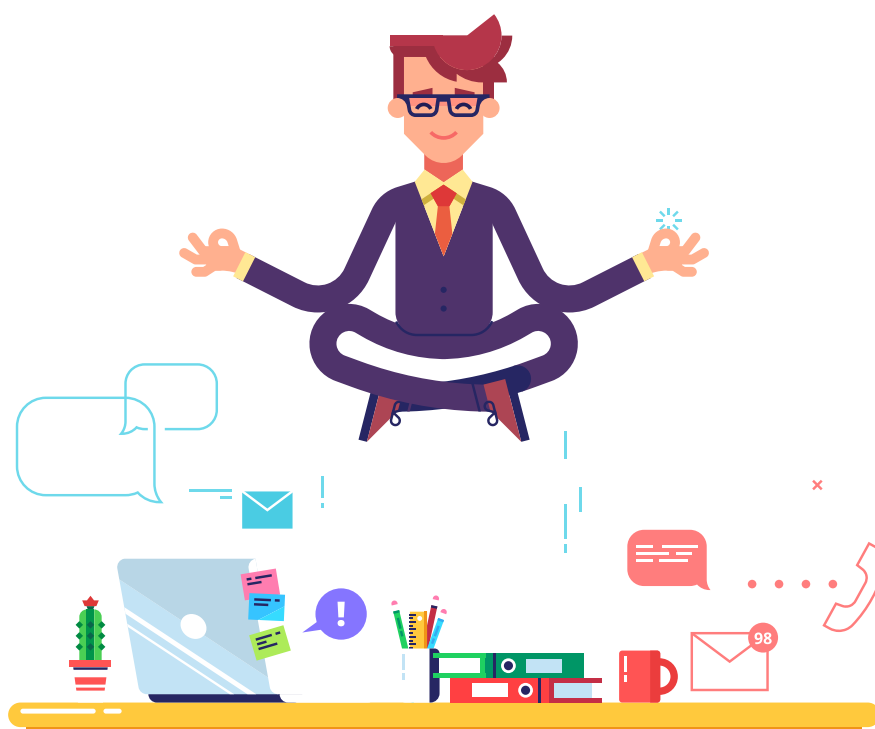
“reflect on what professional stretch this next role will provide — chances are, there will be a period of discomfort because I’m out of my comfort zone and have to ‘press reset’ — but it also means learning something new.

PRESS!



The best self-care is personalised, since it emerges from an understanding of what each of us finds energising or draining, but here are some broad ideas:

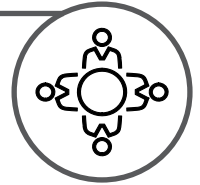
- 1.** Don't plan too many transitions at the same time (where feasible; sometimes, of course, it may not be possible to plan marriages, births, moving homes and postings entirely separately!).
- 2.** Start a journal on the experience. Whether you fill it with short bullet points or longer, continuous prose, it will help you to put the experience into context and chart what you have learned, as well as need to keep learning.
- 3.** Share your experiences with a mentor or coach, and/or a support group of friends/colleagues either in or outside your organisation. Talking about what you are learning, doing well in, finding difficult and might need help with may help you to clarify what next steps you need to take. You could also test ideas with such individuals or groups before rolling them out with your team.
- 4.** Don't stop other routines that matter to you — keep exercising, doing yoga, or serving in a community if these things give you a sense of purpose and motivation. At the initial stages, you may have to scale some of these back a little to accommodate the transition, but don't give them up altogether. Each of these can be worthwhile time investments if they make you better at work.



Reflection Questions for Transitions

1. ORGANISATION CULTURE

- How would we characterise the culture we're entering?
- What might feel different in the new culture — and how might we turn those differences to our advantage?
- What might we miss about the old culture — and how might we compensate for those changes?
- How can we get feedback on our efforts to adapt to the new culture?
- How might we influence the new culture to adapt to us?



2. LEARNING AND STRETCHING

- In what ways does this new opportunity differ from our previous role?
- How will those differences require us to stretch beyond our comfort zone?
- What support will we need to stretch ourselves successfully?
- What developmental resources are available to us in this role?
- How might we sustain those informal relationships — or cultivate new ones — with people who have an interest in our continued development?
- How might we establish some regular time for reflection?
- What sources of feedback are available to help us gauge our progress?



3. ONBOARDING

- What do we need to do in the first week? The first 30 days? The first quarter?
- Who do we need to meet, and what's the best way to connect with them?
- What don't we know — and what will we be expected to know?
- If we find ourselves struggling, how will we ask for help or guidance?



4. SELF-CARE

- What are our most effective self-care routines, and how might we keep these routines intact?
- What self-care routines do we need to establish to keep us fit for this role?
- What routines do we struggle to maintain — and how might we get some help?



Adapted from Ed Batista, "A Checklist for Someone About to Take on a Tougher Job," Harvard Business Review, 6 January 2015.



Books

There are a number of books that are good for leadership transitions, based on both reputation and Amazon.com reviews. The best of the bunch seems to be ***The First 90 Days*** by Michael Watkins.

There is also a version for the public sector: ***The First 90 Days in Government***.

Leaders Eat Last: Why Some Teams Pull Together and Others Don't

by Simon Sinek.

Leadership Pipeline by Ram Charan, Steve Drotter, and Jim Noel. (More for LD specialists, but contains a useful a roadmap for leaders and their transitions.)

Managing Transitions by William Bridges.

What Got You Here Won't Get You There: How Successful People Become Even More Successful

by Marshall Goldsmith and Mark Reiter.



Online Resources

"4 Simple Steps to Improve Your Teamwork" by Douglas O'Loughlin and Geraldine Ling, Challenge Magazine. (A good resource on team launches.)

"Career Transitions: Challenges, Transformative Learning and Implications for Talent Management"

by Khoo Ee Wan and Caithlin Tham, Civil Service College.

"CEO transitions: The science of success" in McKinsey Quarterly August 2016. (While the article has "CEO" in the title, the advice is quite good for DD/D and above.)

"How to succeed quickly in a new role: Five ways to build a strategic network"

by Rob Cross, Greg Pryor, and David Sylvester.

"Managing Transitions" by Khoo Ee Wan, Ethos Issue 11.



About the Author

Aaron Maniam was most recently Senior Director (Industry) at the Ministry of Trade and Industry, where he was responsible for coordinating economic policies and regulating the manufacturing, services and tourism sectors, as well as overseeing long-term economic transformation. He has previously served as Director of the Institute of Public Sector Leadership at the Civil Service College, founding Head of the Centre for Strategic Futures, and was a diplomat with the Ministry of Foreign Affairs. Outside of work, he is a published poet and active in youth leadership, community service and inter-faith dialogue projects.



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