Appendix B: Table Overview of practices during leadership transitions

Practices outlined by Dale that participants report doing	Practices outlined by Dale that participants do not report doing	Practices not outlined by Dale that participants report doing
Exit-interviews between departing manager and HR or an exit-survey	Job-discontinuation plan	Succession planning to build a pool of candidates for both interim and recruitment
Exit-conversations between departing managers and their direct superior	Stakeholder maps	Mobility initiative to get rotation in the leadership pipeline
Handover	Interim mandates	Start-up conversation with HR
Debriefing internal candidates or interims that applied for but did not get the position	Interim logbook or diary	New leader assimilation workshop between three and six months facilitated by HRBP
Dialogue-based 360-analysis that are used as a basis for the job requirement specification	Using candidates' leadership platform during interviews, which includes the candidate's self-description, leadership philosophy, working style, and more	"New leader programs" similar to new leader assimilation but more general and leader-centric
Tests and assessments	Reverse interviews	Competency-based interviews
Context-based cases	90-day plans during interviews and making these concrete during preboarding	Developing courses and e-learnings (usually by Learning teams or Global Learning Centers connected to HR)
90-day plans during onboarding	Giving new leaders situational documents such as meeting minutes and evaluations before day 1	Administrative tasks such as registering payroll information, assigning courses, and ordering accesses
Giving new leaders general documents such as Code of Conduct, company information, and access to the intranet before day 1	Giving new leaders information about their new direct reports such as CV's and competency plans before day 1	"Double hatting", meaning colleagues cover tasks for a missing leader
Preparing meeting and training plans during preboarding	Creating leadership agreements	Informal coffee-chats between the new leader and various stakeholders
Start-up conversations between the new leader and their direct superior	Start-up team seminars	Onboarding-gathering or induction course where new leaders can meet representatives from other departments
Start-up conversations between the new leader and their direct reports	Evaluation of the leadership transition process	
Town hall or webcasts		
Stakeholder conversations and round trips		
Leadership development programs		
Follow-up support from HR and leader colleagues		
Coaching for new leaders		
Internal buddies or mentors		
Network groups for new leaders		
Probation evaluation of the new leader		

Table 2. Overview of practices during leadership transitions.