
Leadership Transition and Your First 90 Days in a Senior Role Training Course

21 – 25 June 2027
Milan





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Programme Summary

Leadership transition and the first 90 days in a senior role is a one-week training course for newly appointed directors and heads of function at strategic level, culminating in a personal 90-day transition plan for the participant's own post. A bigger role changes what success requires, yet many leaders keep the habits that earned the move. The approach helps leaders diagnose the situation, secure early wins, shape the inherited team and build alliances before patterns harden. Mars Training Centre UK delivers this programme in leadership transition for senior appointees.

The Business Case

A senior appointment that stalls is expensive: decisions slow, inherited teams lose direction, key people leave and sponsors begin to doubt the choice. The early months set the reputation a leader carries for years. A structured transition shortens uncertainty and aligns the leader with those above, beside and below.

- Time to Contribution: Shortens as the new leader agrees priorities and secures early wins in a planned sequence.
- Retention of Key Talent: Improves as the inherited team is assessed fairly and roles are clarified early.
- Appointment Success Rate: Rises as derailment risks are identified and addressed before they damage credibility.

Principles and Evidence Base

- STARS Model: Classifies the business situation as start-up, turnaround, accelerated growth, realignment or sustaining success, guiding the diagnosis in Session 1.
- Leadership Pipeline Passages: Explains how skills, time use and work values must change at each step up, framing the mindset shift in Session 2.
- Stakeholder Mapping: Identifies supporters, opponents and persuadables to build the alliances developed in Session 4.
- 90-Day Transition Plan: Structures learning, early wins and milestones into the plan completed in Session 5.

Intended Participants

- Leaders recently promoted from a specialist or functional role into broader general management.
- Senior managers hired from outside who must establish credibility in an unfamiliar culture.
- Directors who have inherited a team, a strategy or a turnaround they did not design.
- Heads of function preparing for an imminent move into a larger mandate.



The programme serves government entities, energy and industrial companies, financial services and healthcare organisations.

Learning Outcomes

1. Participants will be able to diagnose the business situation of a new role and adapt their approach to it.
2. Participants will be able to evaluate which personal habits and skills must change in a leadership transition.
3. Participants will be able to negotiate clear expectations, resources and success measures with their own manager.
4. Participants will be able to assess an inherited team and prioritise decisions on roles and capability.
5. Participants will be able to construct a stakeholder coalition that supports their agenda.
6. Participants will be able to justify a 90-day transition plan with early wins and milestones.

Programme Structure

Day 1: Diagnosing the Leadership Transition

What kind of situation has the new leader entered, and what does it demand?

- Types of Leadership Transition: Promotion, Lateral Move and External Hire
- STARS Model Situation Diagnosis
- Structured Learning Plan for a New Role
- Reading Organisational Culture and Unwritten Rules
- Common Transition Derailers and Early Warning Signs

Day 2: Shifting From Doing to Leading Leaders

Which skills, time use and values must change at a higher level?

- Leadership Pipeline Passages and Their Demands
- Letting Go of Functional Expertise
- Enterprise Thinking and Cross-Functional Judgement
- Personal Time Allocation Audit
- Executive Presence and Leadership Brand in a New Post

Day 3: Aligning Expectations and Securing Early Wins

How does the new leader agree what success means and build momentum quickly?

- Expectations Conversation With the Line Manager
- Resource and Style Negotiation
- Selecting and Sequencing Early Wins
- Strategy Alignment and Priority Setting
- Avoiding Change Overload in the First Months



Day 4: Building the Team and Stakeholder Alliances

How are the inherited team and the wider network shaped to support the agenda?

- Inherited Team Assessment Matrix
- Restructuring Roles and Handling Underperformance
- Stakeholder Mapping and Influence Networks
- Coalition Building With Peers and Sponsors
- Communicating the Leadership Agenda

Day 5: Applying the 90-Day Transition Plan

How are diagnosis, alignment, team and alliances combined into one plan?

- Situation Diagnosis of the Participant's Role
- Early Win and Milestone Selection
- Team and Stakeholder Actions
- Peer Challenge of Transition Plans
- Personal 90-Day Transition Plan Presentation

Methodology

The programme is built around case analysis and peer review. Participants examine successful and failed transitions in public and private organisations, rehearse early conversations and test each tool against their own role.

- Suggested activity: Classifying a case organisation using the STARS model.
- Suggested activity: Rehearsing the expectations conversation with a new line manager.
- Suggested activity: Mapping stakeholders for a leader taking over a turnaround unit.

Capstone Output

Each participant completes a personal 90-day transition plan for their own role. It contains a situation diagnosis, the habits to change, agreed success measures, a sequence of early wins, team decisions, a stakeholder map and milestones at 30, 60 and 90 days, ready to review with the line manager or sponsor.

Frequently Asked Questions

Is leadership transition training suitable for leaders who have already started a new role?

Yes. It suits leaders about to move or in their first months in post, and assumes management experience but no prior study of transition methods.



Which models underpin leadership transition and the first 90 days?

It draws on the STARS model of business situations, the Leadership Pipeline passages, stakeholder mapping and a structured 90-day transition plan.

How is the 90-day leadership transition plan used at work?

You take back a plan to agree with your line manager or sponsor, then use its milestones to review progress at 30, 60 and 90 days.

How does leadership transition training differ from general leadership development programmes?

It addresses the risks of moving into a new senior post, such as inherited teams, early credibility and expectation setting, rather than general leadership skills.