



PASSING THE BATON:

Orchestrating a winning exit

TRANSEARCH
EXECUTIVE SEARCH & LEADERSHIP CONSULTING

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You have accepted a new position in a different organization. There is a good deal to do. Much of your attention will focus on positioning yourself for success with your new role. That said, reputation is hard won and easily lost. In moving on, you have an opportunity to add to or harm your reputation. The difference lies in how you part company with your current employer.*

Beginnings start with endings. How will you be remembered? What kind of heritage will you leave? What can you do to help your successor be successful? *Passing the Baton* draws on three central attributes of successfully moving on:

- I. Closure – you found the time to capture the status of outstanding projects, updated your manager-one-level-up and provided your replacement with a platform for success.
- II. Contribution – the organization has, no doubt, provided opportunity, invested in your growth and supported your career aspirations. That you are progressing your career lies, in no small measure, to the support you have received. *Passing the Baton* successfully is a way to say “thank you” for that contribution.
- III. Courtesy – by focusing on the positive you are not only being supportive but moving on with an upbeat message.

What follows is a simple set of questions that, when answered, will provide both your manager-one-level-up and the individual who replaces you with information, insight and awareness that only you can provide.

Taking the time now will have a payback in the future.

***Note:** *Passing the Baton* will also be relevant to internal moves within a large business.

STRATEGY



CORE COMPETENCIES





What clearly distinguishes the organization’s product/service from the competitor’s offering?

What are your team currently doing to nurture/protect that core competency?

In what way is that core competency likely to come under pressure in the future? Make emerging technology part of your thinking.

THE CUSTOMER





What customer problems do your current products and/or services solve?

What does tomorrow's customer want to buy and how do they want to buy it?

What key customer(s) are you most concerned about and why?

ORGANIZATION CULTURE





Describe today's organization culture. Consider purpose, values, diversity & inclusion, employee engagement initiatives and the organization structure.

To deliver what tomorrow's customer wants to buy (and how they want to buy it), what three major changes to the current culture are needed?

LEADERSHIP COMPETENCIES





A leadership competency is a future-oriented trait, cluster of skills or behavioural capability that distinguishes a truly outstanding performer from one who might be described as “middle-of-the-road.”

What five to eight future-oriented leadership competencies are demanded in this role?

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____

Comments: for example, expand on the critical leadership competencies that: (1) shape the future; (ii) focus on results; (iii) develop/grow people; and/or (iv) speak to the character of a successful incumbent.

BUILDING A CONSTITUENCY





What seven key relationships (individuals) within the organization most impact the success of this role?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Comments:

What seven key relationships (individuals) outside of the organization most impact the success of this role?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Comments:

THE TEAM





What strengths does the team display?

What major accomplishments have the team delivered in the past year?

What actions would take the team to the next level?

COLLABORATION WITH OTHER TEAMS





Identify those teams where a collaborative relationship is essential.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____

Comments:

TALENT MANAGEMENT





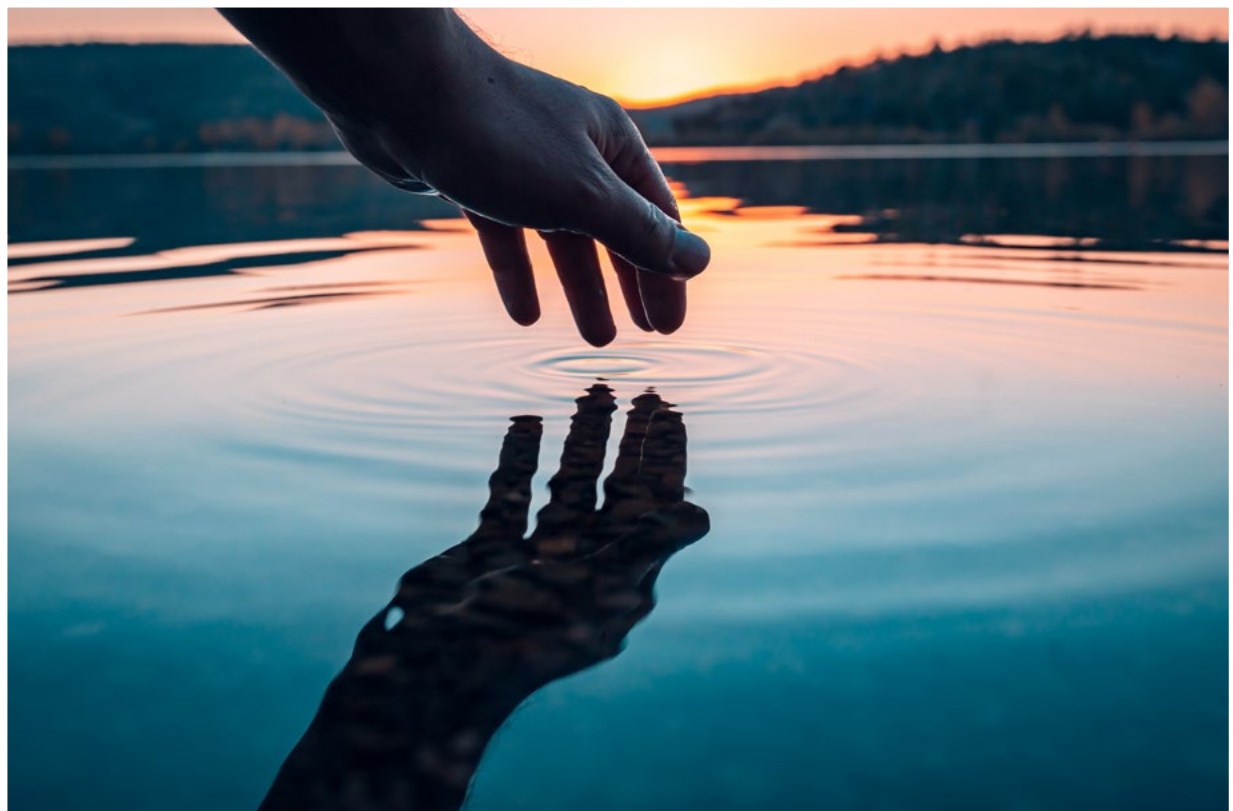
What key training and development initiatives (individual and/or team) have been initiated in the past year?

Moving forward, what key training and development initiatives are needed?

WORK-FROM-HOME



LETTING GO

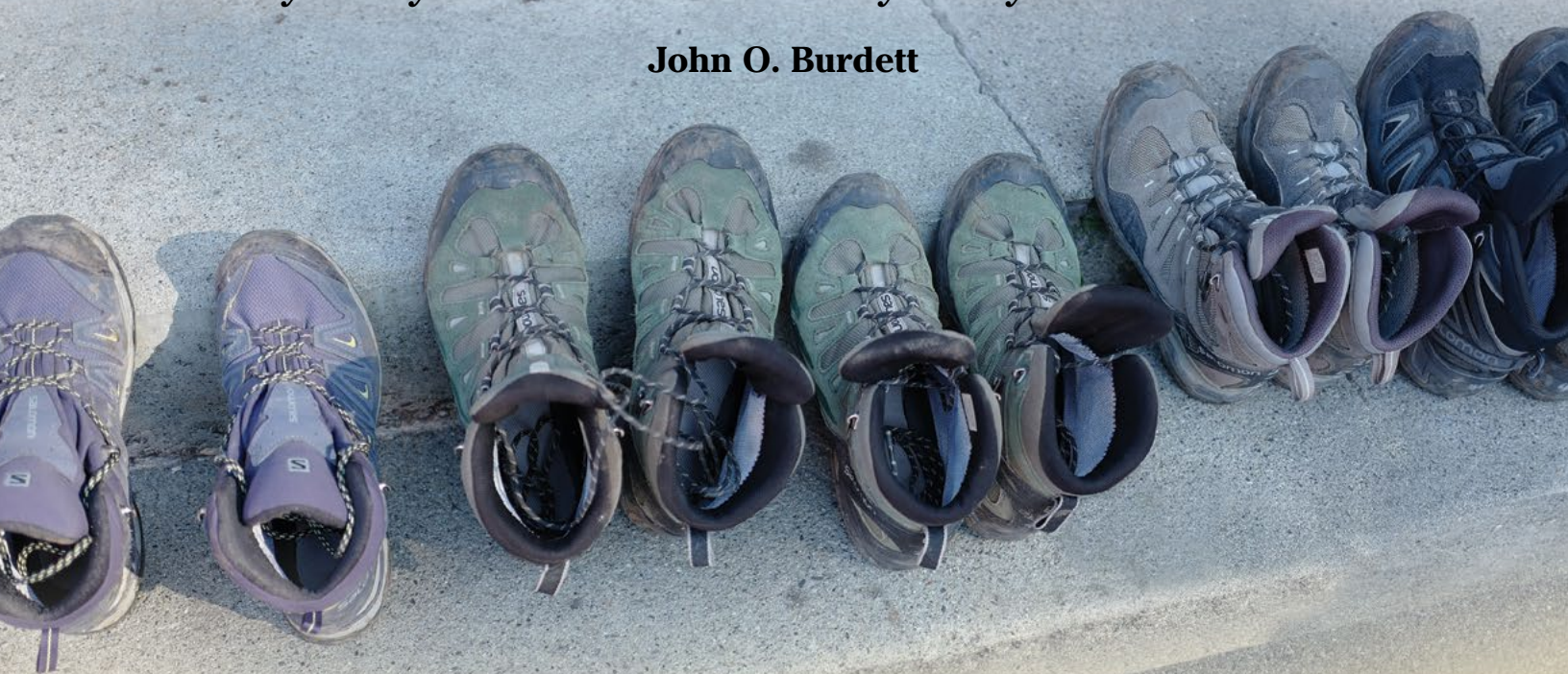




“LEADERS LEAVE A LEGACY”

*In business, success is ultimately determined
not by what you have achieved ... but by what you have left behind.*

John O. Burdett





John O. Burdett

JOHN O. BURDETT has worked in over 40 countries as an executive and as a consultant for businesses that are household names. He continues to work on leadership development and organization culture for some of the world's largest corporations.

In 2019, his work with ABB's top 240 executives received a major international award for the most innovative leadership development initiative of that year. His ongoing partnership with TRANSEARCH International means that his proprietary work on talent acquisition, in any one year, successfully supports many hundreds of top leadership appointments on six continents.

He has written extensively on executive coaching and was awarded international coach of the year by the Finnish Institute of International Trade. Business graduates at the University of Texas indicated that his material on coaching was the single most valuable learning source they took away from their undergraduate degree. He has also coached numerous executive teams

around the world in how to coach. He currently coaches a select group of CEOs.

Apart from a range of corporate leadership workshops, he has taught at business schools on both sides of the Atlantic. His work on the MBA program at the University of Toronto received a teaching excellence award. John holds a doctorate in management development and is a Fellow of the Chartered Institute of Personnel and Development.

In addition to numerous business articles and twice being awarded article of the year by MCB publications, John has published 16 books on leadership, talent management, coaching and organization culture. A number of them bestsellers. His most recent book is a fully revised version of his international bestselling book on executive integration: *Without Breaking Stride*. To download his current business articles go to www.transearch.com/orchestra/downloads

*"New beginnings
are jump started
by orchestrating
a great ending."*

- J. O. Burdett

