

# Coaching and Relationship Building: Critical Supports in Successful Transitions of Associate Deans

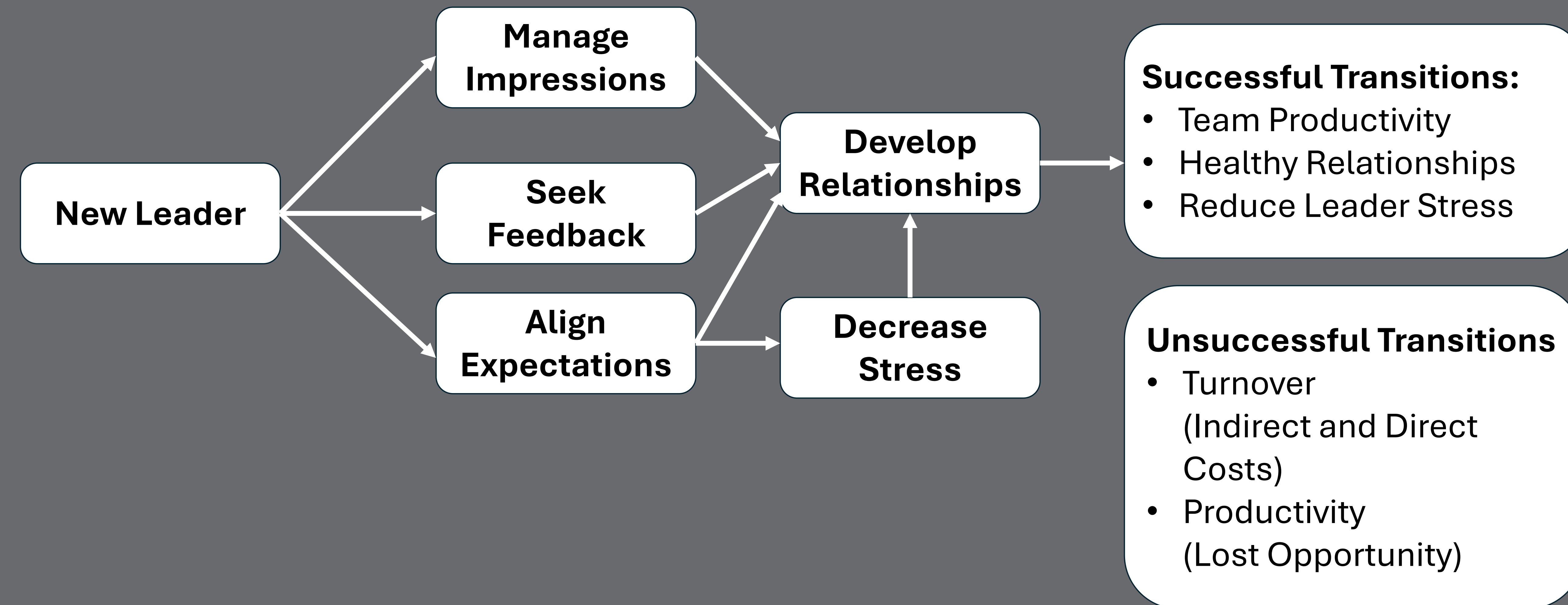
Andrew Coop,  
Cherokee Layson-Wolf,  
Shannon Tucker,  
Sandeep  
Devabhakthuni

## Objective

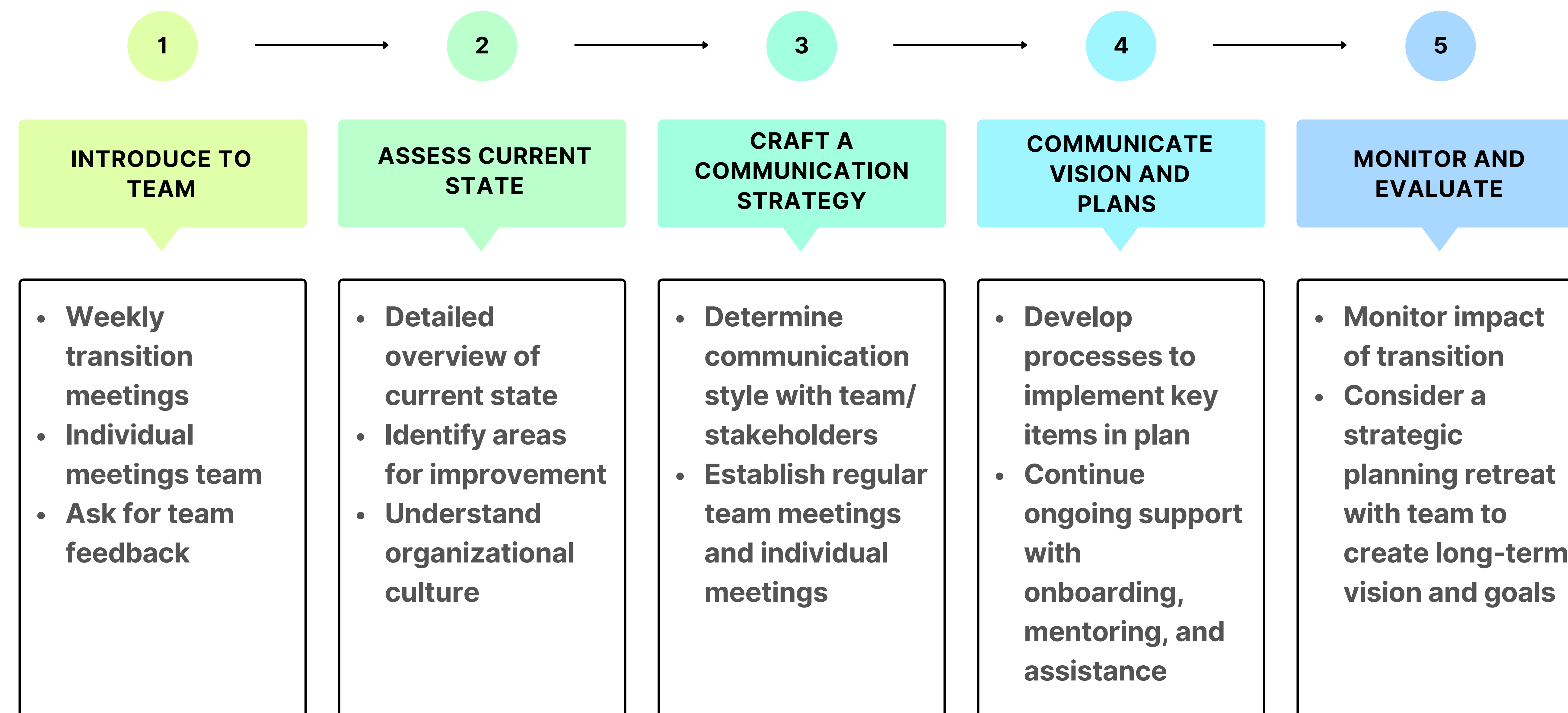
Leadership transitions are a challenge in academic pharmacy as new leaders adapt to their role and understand the organizational function of their unit, the culture of leadership teams, and stakeholder expectations. This poster describes the transition model used at the University of Maryland to transition from a long-term Associate Dean of Student Affairs to a new Associate Dean.

## New Leadership and Team Transition Period

(Manderscheid & Ardichvili, 2008)



## Transition Process



## Methods

Internal leadership appointments provide an opportunity to leverage organizational knowledge in succession planning. While internal appointments reduce the organizational learning curve for new leaders, the pre-appointment expectations of positions may differ from the day-to-day reality of an Associate Dean. Transition timing was critical for shadowing since the new Associate Dean appointment was at the end of the academic year. A collaborative transition coaching model (Manderscheid & Ardichvili, 2008) was implemented to create a smooth transition experience for the new Associate Dean of Student Affairs.

In addition to role-based coaching, the previous Associate Dean of Student Affairs led a transition coaching team, including the Associate Dean of Academic Affairs and Assistant Dean of Instructional Design and Technology, to support collaborative operations. Over a period of six months, the four individuals regularly met, attended events and meetings together, and provided formal and informal feedback and operational context during the transition.

## Results

Unstructured leadership transitions can result in decreased engagement and productivity as new leaders adapt to their roles. The implementation of transition coaching maintained engagement and productivity critical to academic and student success.

A reflection of activities and the experience over the six months led to continued collaboration in the creation of this poster - a clear result that the interactions were considered valuable by all.

## Conclusions

Ensuring smooth leadership transitions requires organizational time and commitment by school leadership. Transition coaching models provide a supportive framework to ensure the success of new Associate Deans by providing support from established Associate Deans.

## References

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- Manderscheid, S.V. and Ardichvili, A. (2008). A conceptual model for leadership transition. *Perf. Improvement Qrtly*, 20: 113-129. <https://doi.org.proxy-hs.researchport.umd.edu/10.1002/piq.20006>