

The Last Day Matters

Building Resilient Teams Through Purposeful Transition

Dr. Robert Wensveen, Outgoing Director, Business Operations
Dr. Terumi Taylor, Incoming Director, Business Operations
Continuing Education

CAUCE 2026



Why Transitions Deserve Attention

Leadership
transitions are
moments of risk
and opportunity

CE complexity
amplifies the
impact



Be honest. How does leadership transition planning usually happen in your unit?

The Case in Motion



A REAL TRANSITION IN REAL
TIME



OUTGOING AND INCOMING
LEADERS CO-LEADING

Two Perspectives, One Responsibility



- Outgoing leader lens



- Incoming leader lens



Capturing Institutional Knowledge

Visible knowledge

Invisible knowledge

Relational knowledge



**If one key person vanished tomorrow,
what knowledge would be hardest to
replace?**

Staff Experience During Transition

Uncertainty

Engagement

Continuity

Preparing for the Role You Are Stepping Into



Readiness is developed



Authority is earned



Confidence grows through action



New leaders are quietly expected to...

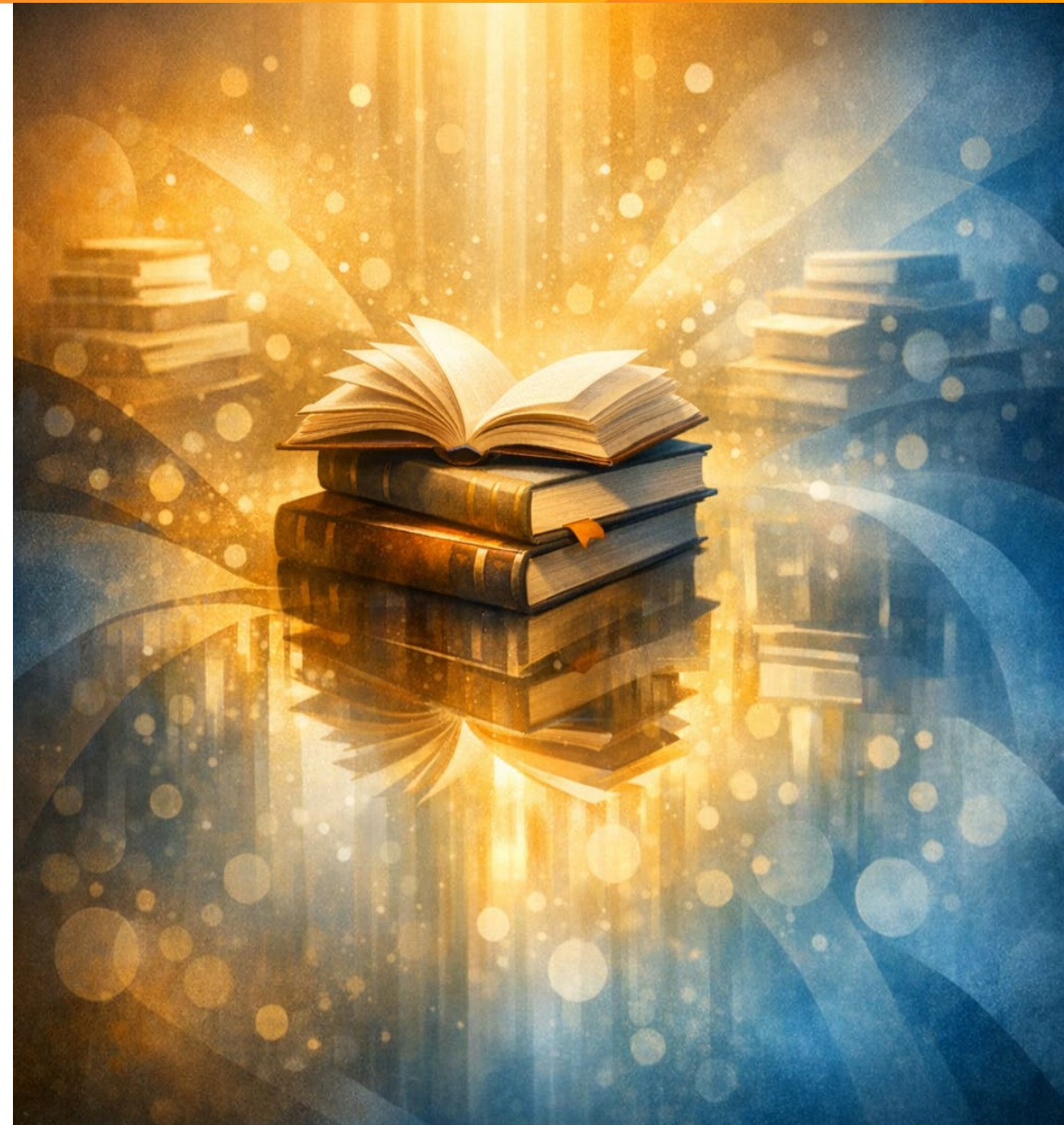
A Framework for Purposeful Transition

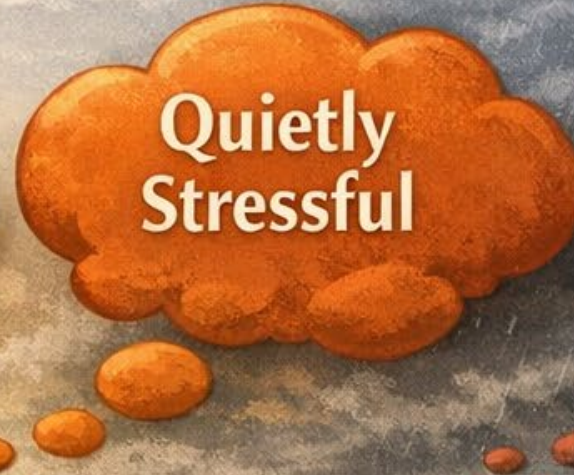


- Knowledge continuity
- People and relationships
- Operational stability
- Adaptive capacity

Reflection and Application

- Where is transition risk highest in your unit right now?
- What knowledge could disappear without notice?
- What would a better last day look like in your context?





Feels

What leadership transitions usually feel like from the inside?

Key Takeaways and Closing



- The last day is a leadership action
- Succession is ongoing work
- Transition can build strength

Thank you!

University of Calgary Continuing Education
<https://conted.ucalgary.ca/>

Dr. Robert Wensveen
wensveen@ucalgary.ca

Dr. Terumi Taylor
terumi.taylor@ucalgary.ca

