

Executive On-Boarding

A new executive represents a significant investment by the company. The hiring is, intended to bring in additional talent, draw on prior professional experience and add certain key skill sets to the executive team. Studies show when this process is left to chance, almost 50% of these new hires fail within the first two years. Success requires careful planning for the first few weeks to increase the odds that the executive will successfully integrate into the organization and to maximize impact.

Situational Assessment Stage

- Create an assessment of the organization, business requirements for the role and key deliverables in the first 100 days.
- Use of an online behavioral profile tool (JHG 5 Dynamics) to identify the newly hired executive's behavioral patterns to anticipate areas of performance strength and potential problematic areas.
- Interview key stakeholders to determine expectations, areas of enthusiasm about the candidate and their background, as well as any areas of concern.
- Create a 100-day plan that incorporates orientation needs, key deliverables, leverage points within the organization to understand fully, and key people to spend time with.
- Conduct an in-person feedback session that outlines the drafted on-boarding plan, modify as needed and put into action (2-3 hours).
- Create milestones and feedback mechanisms that can be utilized to monitor success early in the process.

Coaching/Advising Stage

- Structured as a renewable 6-month coaching period.
- Uses the On-boarding Plan as the guide, establishing a series of milestones for the period.
- The JHG model consists of one 2-hour (in-person) coaching session per month.
- Unlimited telephone sessions to touch base on key events, meeting debriefs or problematic situations.
- Informal feedback interviews towards the end of the period from previous feedback providers to gauge measureable progress.