

## EXECUTIVE ON-BOARDING & INTEGRATION

**Vantage can assist you in implementing a proactive approach to on-boarding and integration that assimilates new executives quickly and successfully into your organizational culture and accelerates their impact on your bottom line.**

The failure of a key leader can cost an organization substantially (near-term financial costs are estimated at well over double the executive's compensation). Selection measures alone are not sufficient to guarantee the success of a newly hired executive, as it is their early experiences on the job that are often more critical to determining their ultimate success. In fact, average failure rates are in excess of 50% when new executives transition into an organization or role without an effective integration process.

Vantage consultants can help you create an on-boarding and integration process that will significantly bolster your new executives during their crucial early weeks and months. Our approach will facilitate active support for your new leaders, helping them to build a transition plan and effectively focus on the key activities necessary to perform effectively in their initial time on the job. In addition, with our help, your organization's leadership team will more quickly assimilate new executives.

### Questions and answers about the value of accelerated on-boarding and integration:

**Q: *What are some of the critical elements of successfully on-boarding a new executive?***

**A:** A comprehensive, systematic approach is best for successfully managing the ROI of new talent. The focus should be on identifying the right on-boarding tasks and the proper sequencing. The following are a few keys to success:

- Having the answers to important, but often unasked questions can make or break the success of an executive. For example, among other things, the newly hired executive must clearly understand the results that are needed immediately, and the attributes that are most valued in the corporate culture and the political landscape.
- New hires should receive frequent and direct feedback early in their tenure. Not only does this reinforce the importance of learning and development, but it is also a highly effective way to quickly identify any potential issues before they become entrenched.
- On-boarding should be a team effort. It is critical to engage direct reports, peers and senior leaders in the on-boarding process in order to leverage experiences, identify organizational land mines and introduce the executive to key customers, stakeholders and other departments.

**Q: *How can Vantage help?***

**A:** Our first step is an assessment which will identify the executive's leadership style, key strengths and areas for development. This assessment serves as the foundation for his/her development and on-boarding plans. We will then:

- Provide the newly hired executive candid feedback and engage the individual in a meaningful discussion of what success in the organization will look like, the challenges they are likely to

face and how to build relationships with the right people, both inside and outside of the organization.

- Facilitate a conversation between the newly hired executive and his/her boss to discuss how the executive can most quickly make an impact. Specifically, this meeting centers on clarifying leadership and delivery expectations, ensuring alignment on short- and long-term objectives and creating the right on-boarding plan.
- Assist the executive in building an action plan for their transition—that addresses performance, political and relational aspects of success, etc.
- Serve as an ongoing and unbiased resource for both the executive and his/her boss during the transition period. We recommend coaching, as needed, for the first 3-6 months.

***If you have questions about this service or wish to talk to references, please contact us directly at 312.236.9351 or [info@vantageleadership.com](mailto:info@vantageleadership.com).***