Executive Onboarding

New executive failure rates are high and costly

There's a **50% chance a new executive will fail** or leave the organization within their first 18 months whether hired externally or promoted internally. [1]

The **cost of an executive failure is 10 times the executive's salary** – sometimes more. [1]

Insufficient onboarding and assimilation lead to failure

The cause of most transition failures is not poor selection or gaps in competence, but rather what happens during onboarding. This stage in the executive hiring process is too often less intentional and strategic than the hiring decision. **Only 30% of global executives are satisfied with their onboarding experience** while 32% of executives rate it as poor or below average. [2]

The most common new executive failure causes are: [3, 4, 5]

- They don't read the political situation well enough to build necessary alliances.
- Fail to understand and adapt to the cultural norms and practices or they don't achieve the cultural changes their agendas require.
- Unclear performance expectations and lack of feedback on missteps.
- Fail to build teamwork with direct reports and peers.

The support that is needed

When executives and their hiring managers are asked what support helped during transitions and what would reduce failure rates, they emphasized

1. Help understanding integration challenges and what the focus should be in the first 90 days [3]
2. Feedback at several points during transition [3]
3. Help with navigating internal networks and gaining insight into organizational, culture, and team dynamics [5]

References:
1. HBR The Biggest Mistakes New Executives Make by Sabina Nawaz May 15, 2017
2. Pomeroy, A. (2006). Better executive onboarding processes needed. HR Magazine, 51(8), 16.
3. HBR Onboarding Isn't Enough by Mark Byford, Michael D. Watkins, & Lena Triantogiannis May–June 2017
4. Patricia Wheeler, "Executive transitions market study summary report: 2008," The Institute of Executive Development, 2008; "Ascending to the C-suite," April 2015.
5. Joint Gensis Advisers/Egon Zehnder 2016 survey

Avenue to Executive Transition Success Program

Outcomes: Increases the speed and efficiency of executive onboarding by decreasing the time it takes the executive get up to speed, integrated, and executing. Reduces executive missteps or mistakes that lead to slow or failed transitions that impact the executive, the team the executive leads, and the organization

Features

✓ Combines executive onboarding, assimilation, integration, coaching, feedback, team development, and executive development into one cohesive program that is efficient, simple, and cost effective with minimum time required of new executive, HR, and the organization

✓ Structured leader, hiring manager, and coach expectation setting and feedback conversations along with stakeholder engagement and feedback throughout the first 6 months

✓ Executive coaching focused on adapting style to the context/culture/role's needs

✓ Technology enabled program delivering onboarding process, tools, videos, and development to the executive's email inbox, guiding what to do when

Prestart
- Transition plan, preparing for day one
- Avoiding transition pitfalls
- Development planning based on an assessment

Week 1
- Expectation setting
- Building important relationships & leader integration
- Early communications

30 days
- Assessing culture, norms, politics, team, & organization
- 90 day and early win plans
- Adapting to culture/role

60 days
- Begin creation of vision & change management plans
- Improve direct report team dynamics and performance

90 days
- 6-month plan, refine vision & change management plans
- Evaluate stakeholder relationships

6 months
- 360 degree check-in & development goal setting
- Finalize and communicate vision & change plans
- Assess direct report team progress