

HR Leader Support of Transitioning Executive

Context

The lead HR person at an organization or unit should be a critical transition partner to a transitioning executive. Ensuring HR is a valuable partner during transition will allow a healthy ongoing partnership. Support can be provided in the following ways:

Providing prestart or within the first week (working with the sponsor/hiring manager):

About the organization:

- org charts
- employee survey feedback
- standards of conduct
- additional information besides what is publicly available about the vision, mission, core values, culture, and history.
- information on how decisions are made
- metrics or process used to evaluate performance for their directs, their role, and overall
- other relevant role-specific materials

Information about the team they are leading:

- roles, org chart, team engagement data, team dynamics and history
- evaluations/assessments and career histories of direct reports
- metrics used to evaluate direct reports and individual performance

Your individual perspective on:

Culture and politics:

- who has the power to make or break their plans and who has formal and unexpected informal power
- what you believe are the key relationships that need to be fostered
- Insights about the culture including ways things get done, how decisions are made, and important dynamics
- how the organization is experienced by those on the front lines (morale and engagement)
- any potential "land mines" concerning key individuals, situations, or departments
- who you might suggest for an experienced mentor on the organization's culture

Direct report team

- team dynamics
- insights on team members (balanced with allowing a fresh perspective)

Their position

- Insights on how to best work with their sponsor/hiring manager