

How to Effectively Onboard and Integrate Your Executive Talent



Powered by *The First 90 Days*®

Transition acceleration for leaders, teams and organizations.

Michael Watkins, Genesis



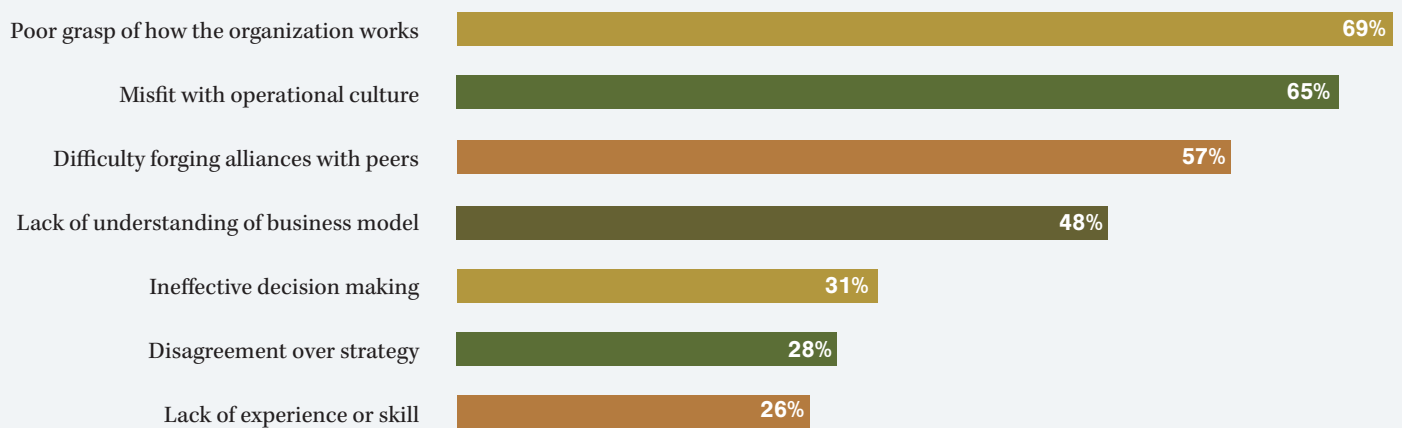
In “Onboarding Isn’t Enough,” a *Harvard Business Review* article co-authored with Mark Byford and Lena Triantogiannis from Egon Zehnder, we showed that many companies think they are doing a good job of onboarding newly-hired executives when they actually aren’t.

This is the case because (1) there has been no good definition of what “excellent onboarding” actually involves, (2) the real reasons why newly-hired executives fail or under-perform have to do with political and cultural integration challenges for which few company onboarding systems provide support, and (3) this support is best provided by transition acceleration advisors that have specialized skills, not by the leadership development coaches used by many organizations.

Why New Hires Fail or Under Perform

In 2013, Egon Zehnder surveyed more than 500 experienced executives, exploring why new hires struggled when onboarding. The results, summarized below, showed that the biggest reasons were about politics and culture, not competence or experience. Executives failed when they didn't understand "the real rules of the game" and/or failed to build critical relationships, especially with peers.

Percentage of respondents citing key factors in onboarding failures:



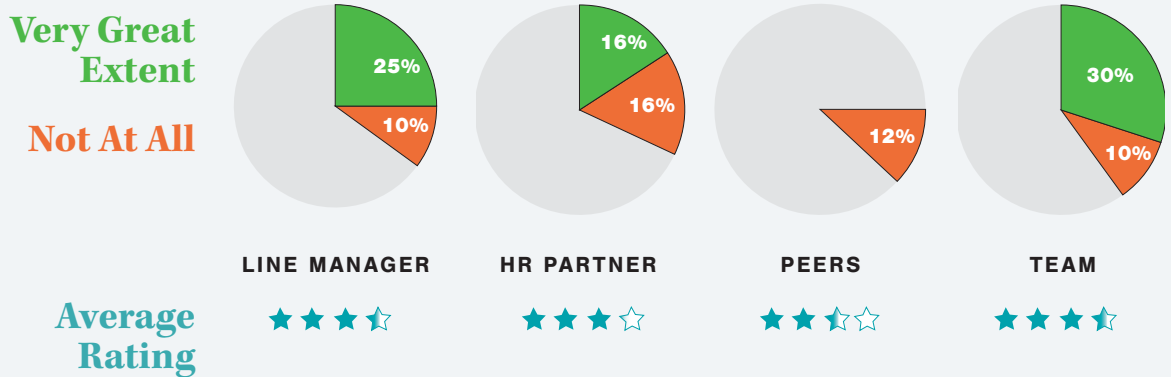
Egon Zehnder Global Executive Partner Survey

The importance of peers was validated in a subsequent survey of onboarding executives conducted jointly by Genesis and Egon Zehnder in 2016. The newly-hired leaders were asked to assess the degree to which they received support from key stakeholders, including their hiring managers, teams, and HR business partners. The results showed that they received the least support from peers. The implication is that while it is failure to build effective working relationships with peers is one of the biggest reasons for onboarding failure, newly-hired leaders can't expect their peers to spontaneously provide them with support.

What Sets New Hires Up to Fail

Cultural adaptation and political connection are, of course, very difficult challenges for newly-hired executives to meet on their own. Figuring out how to operate in a new cultural/political system without support is like sailing through dangerous waters in a fog without radar, sonar, or GPS. The implication is that company onboarding systems that don't explicitly support new hires in integrating, by adapting to the culture and building critical relationships, are setting them up to fail.

Assessment of Extent to which Key Stakeholders Provide Support

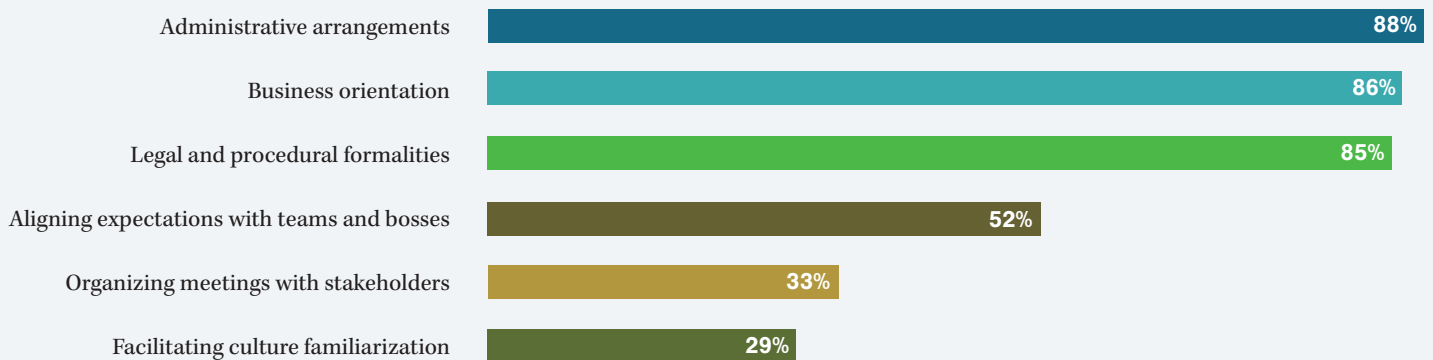


Joint Genesis and Egon Zehnder 2016 Survey

What (Many) Onboarding Systems Don't Do

Given that it's so important to help new hires integrate effectively, it's surprising that few companies, even large global ones, do a good job. A series of surveys of senior HR executives conducted jointly in 2015/16 by Genesis and Egon Zehnder, summarized below, showed that most companies did a good job of getting new hires into the company but few helped leaders integrate into the culture and build critical relationships.

Percentage of senior HR leaders assessing their organizations as being effective in key dimensions of onboarding and integration:



Egon Zehnder Global Executive Partner Survey

Studies have shown executive onboarding failure rates of

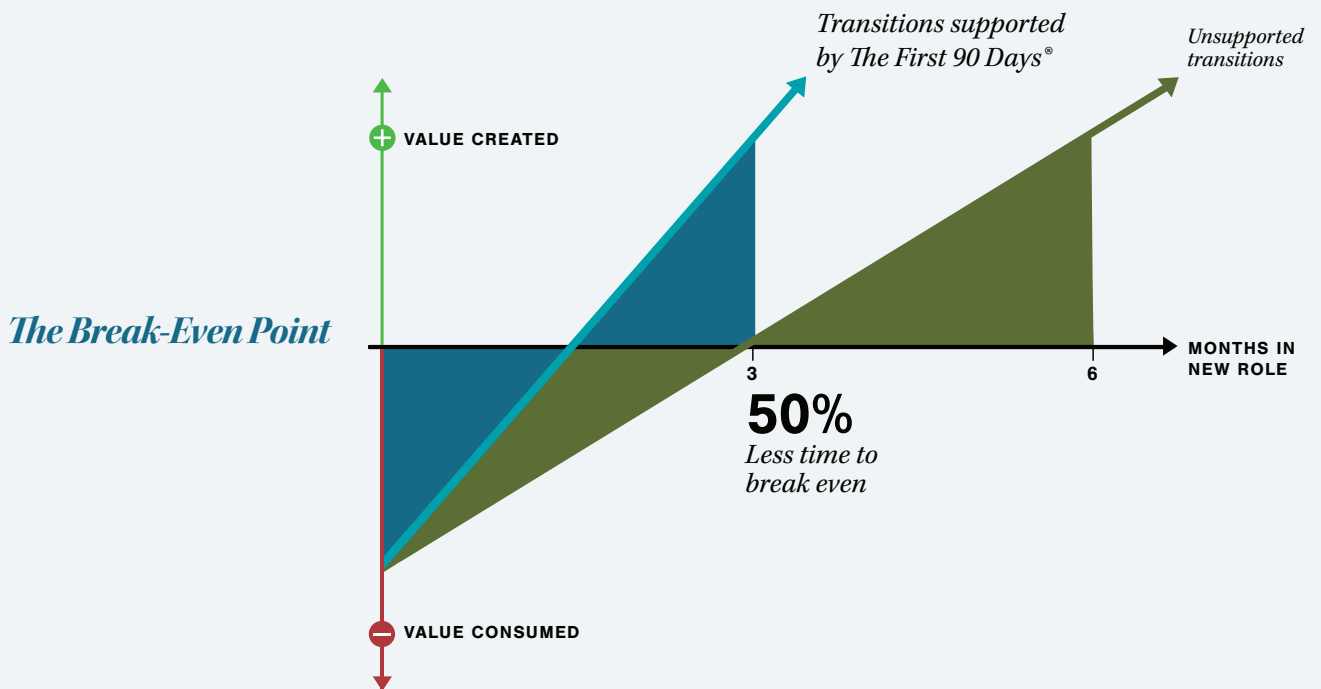
25 - 40%

The direct and opportunity costs of failure or under-performance by outside hires are very high, and studies have shown executive onboarding failure rates of 25 to 40%. This is a surprising finding. One explanation is that senior management (including HR leadership) don't understand that what they are doing for "onboarding" today isn't sufficient. Other explanations including "sink-or-swim" cultures that discourage providing support for leaders in transition—I call this leadership development through Darwinian evolution—and a lack of clarity for who is responsible for integrating new leaders. On the latter issue, recruiting and talent acquisition groups are often responsible for getting leaders onboard but not for getting them integrated and fully up to speed. To assess the effectiveness of onboarding systems, we created an online Executive Onboarding Effectiveness Assessment (see link at the end of this document). Use it to see how your company rates relative to the global sample of companies we studied.

The Power of Providing (the Right Type of) Support

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We undertook this research, in part, to test a hypothesis that skilled transition acceleration advisors were a powerful way to help newly hired executives get up to speed faster and better. We surveyed a sample of executives who received this type of support, as well as their hiring managers, HR business partners, and the advisors providing the integration advice.



This was not a controlled experiment with some groups receiving integration support and others not. Also, there are significant issues in getting good measures of impact. So, the research was exploratory and the findings indicative and provisional. At the same time, the reported impacts were so high that the question seems to be not whether it helps to provide this type of support, but how much it does so and in what ways.



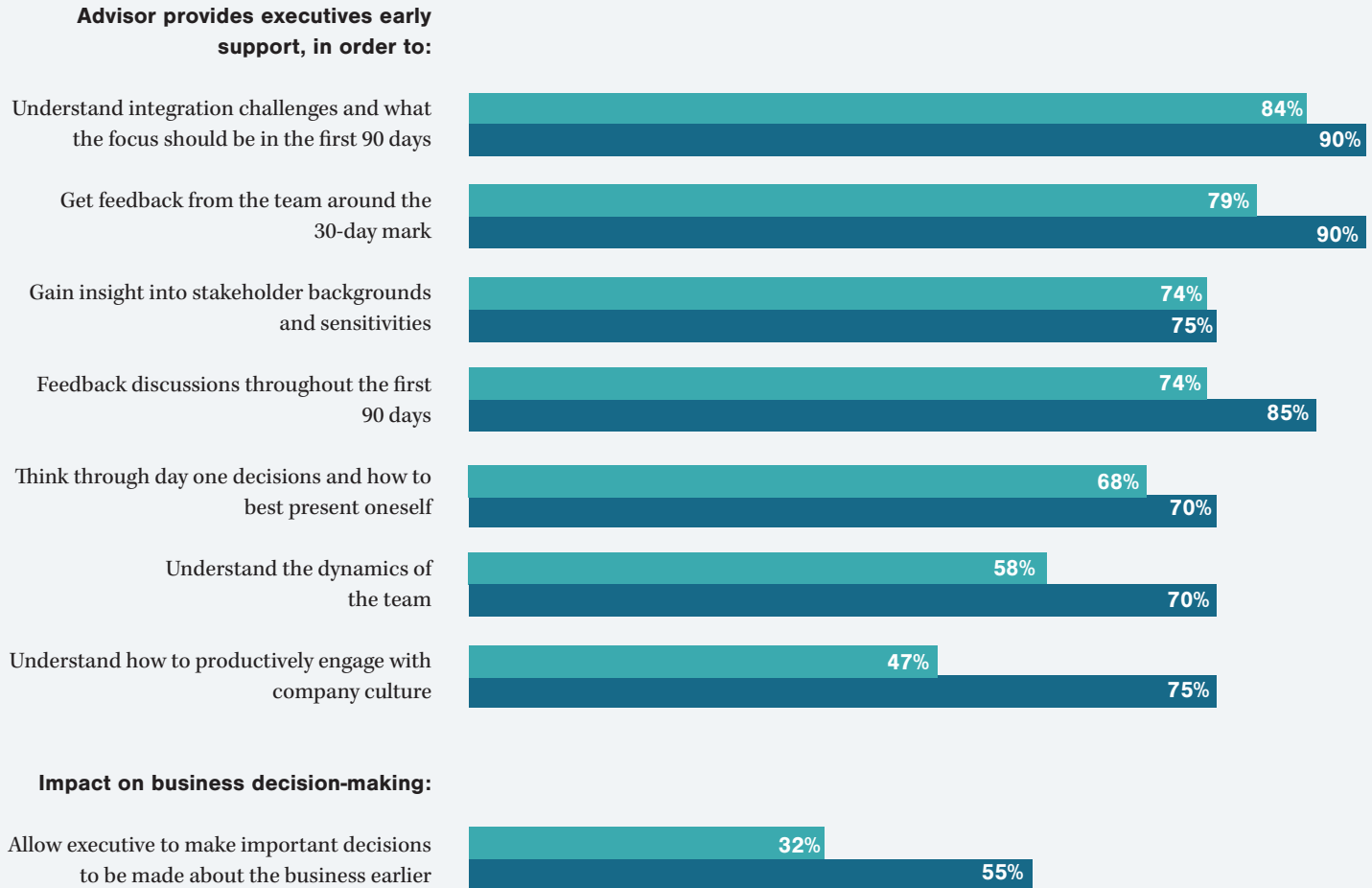
Given the speed at which business is moving, success in realizing a 50% reduction for all new hires would create very substantial benefit to the organization.

Concerning impact, we asked each group—the executives, their hiring managers, HR business partners, and the advisors—to make estimates of the percentage reduction in time for the executives to become fully effective. The results suggest that support for integration can halve the time it takes for newly-hired leaders to get up to speed. Given the speed at which business is moving, success in realizing a 50% reduction for all new hires would create very substantial benefit to the organization. Interestingly, the advisors underestimated their impact, likely because they would rather err on the side of conservatism in self-assessment.

Then, there is the question of what transition acceleration advisors do that actually helps. We asked the same four groups to assess the impact of the various activities and interventions undertaken by the advisors. The results for the supported executives and their hiring managers are summarized on the next page.

These results show that much of what the advisors did appears to have had a significant positive impact, validating the design of the support process and the quality of the advisors. Both the executives and their hiring managers agreed that the interventions that had the biggest impact had to do with (1) helping the newly-hired leaders understand the challenges they faced and set the agenda for their first 90 days, (2) getting feedback from and providing insight into key stakeholders, and (3) helping the leaders think through key decisions. Here, too, we see that the hiring managers assessed the impact of the integration advisor as being significantly more than did the leaders themselves, perhaps the result of a natural inclination on the part of the leaders to not give too much credit for their success to others.

Percentage of respondents reporting “very great” or “great” impact



Joint Genesis / Egon Zehnder 2016 Survey

“Supported transitions mitigate risk to the enterprise and create competitive advantage.”

How Transition Acceleration Advice Differs from Development Coaching

Beyond having a well-designed process for providing transition acceleration advice, the other biggest driver of effectiveness is the quality and experience of the advisors themselves. Here, it is important to understand that transition acceleration advice is very different from leadership development coaching and that great transition advisors have different skill sets than great development coaches.

The differences in approaches and competencies are summarized in the table below. The most important concern the degree to which transition acceleration advice is provided through a more structured, front-end-loaded, and time-bound process, that the output is a very detailed first 90 days plan, and that the advisors must be able to work through significant business issues and trade-offs with the executives, and so need a high level of business acumen.

**THE
FIRST
90
DAYS**

Transition Acceleration vs. Development Coaching

	TRANSITION ACCELERATION ADVISER	LEADERSHIP DEVELOPMENT COACH
APPROACH	Proactive; aims to address common traps before they occur	Often reactive, occurring after a problem has been identified
VIEW	Assesses business situation and leader's approach to new role	Assesses existing competencies, styles, and behaviors
FOCUS	Transition planning and action	Self-awareness and behavior change
METHODOLOGY	Structured methodology and framework	Varied methodologies; tools and techniques very by coach
STRATEGY	Creates a strategy to build momentum and manage oneself in the new role	Identifies gaps in competencies, behaviors, and mitigation strategies
RESULTS	A defined 90-day action plan	May result in development plan
SKILLS	Significant business acumen	Deep behavioral insight
DURATION	Usually time bound: 6-9 months	May take place over an extended timeframe

Key Takeaways

The research provided rich insight into the limitations of many companies' existing executive onboarding systems. So, start by assessing how well your company is doing today by using the [Executive Onboarding Effectiveness Assessment](#).

▶ If your company has a weak system for onboarding and integration, evaluate potential ways to strengthen it by focusing on the benefits of providing newly-hired executives with transition acceleration support, either by training HR business partners, or by engaging external transition acceleration providers.

▶ As you do this, recognize that it is essential to have well-designed onboarding and integration processes provided by people who have both the business acumen and the behavioural insight required to provide superior support.



The First 90 Days approach offers a state-of-the-art process to succeed in a new role.

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HR VP, Schneider Electric



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