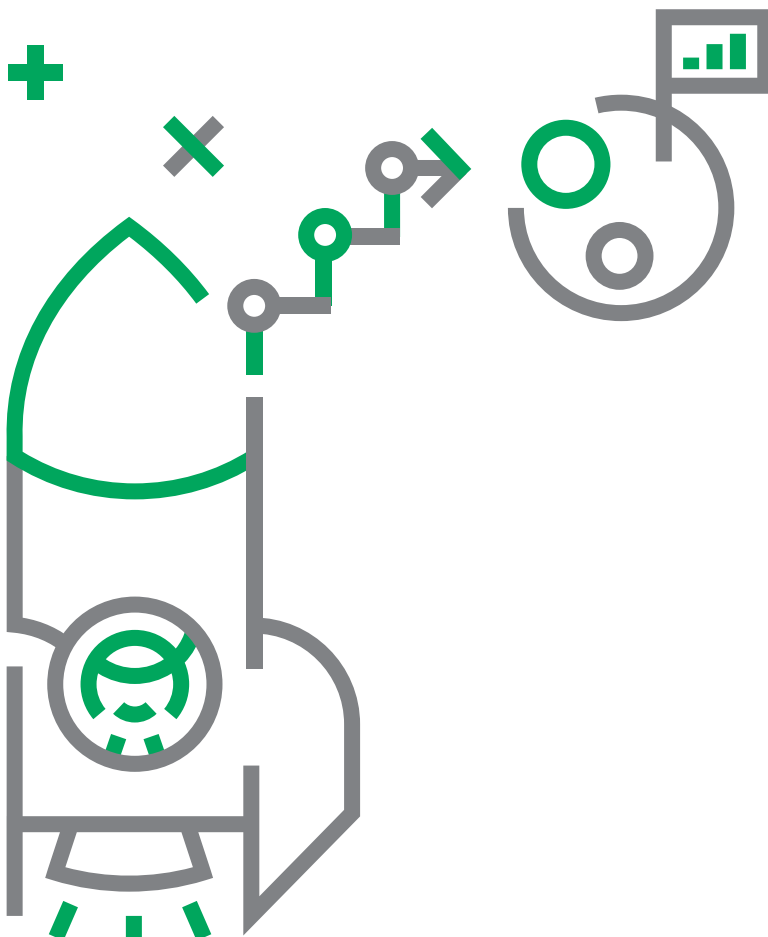


Effective Onboarding Models

Overall, leadership transitions are a challenging endeavor for individuals and their surroundings alike, and require work on shortcomings with regards to skills, self-awareness and / or cultural sensitivity. If that process is planned and managed well, benefits at both individual and corporate levels are innumerable, yet can easily be measured through productivity improvements.



There are many definitions and concepts one can find regarding the subject of onboarding. In Grit International, we see onboarding as one of many transitions leaders face in their career. It involves a set of steps that should enable a leader to successfully comply with the cultural, social and professional requirements of their new role. Our approach to onboarding is a science-based, yet pragmatic road map designed to protect business investments in the leadership talents and accelerate the returns on that investment.

Let us start with science and share a few insights from a study by HBR and the International Institute of Management Development. Survey respondents reported on average 18.2 years of professional work experience during which a typical leader had been:

- Promoted 4.1 times
- Moved between: business functions 1.8 times; business entities 1.9 times; geographic locations 2.2 times
- Joined a new company 3.5 times

These moves signify 13.5 transitions per leader. So the implications for businesses are more than clear: every successful career is a summary of successful assignments where every successful assignment is started with a successful transition.

To underline the importance of transitions between assignments, let us share one more set of numbers:

- Approximately 35% of leaders in the top three tiers of Fortune 500 organizations change a job every year
- Each of these changes has a material impact on the performance and engagement of the people surrounding a leader in transition (subordinates, peers, superiors, customers)

If each of those transitions could be accelerated by only a few percent, a direct contribution to the performance improvement of each of those businesses could be expected in return.

Now, how can onboarding shift from being the first week's check list into an exciting experience that boosts the performance of all affected teams?

The first months in a new role are critical and very challenging for every leader in transition. Various studies show that it takes on average 6.2 months for a leader to reach the break-even point in their new role. That means that only after 25 weeks will new leaders start contributing the same amount of value to their new organizations as they consume from them. Based on these insights, Grit International has developed the following methodology to support new leaders through 4 basic steps:



LISTEN & LEARN

- Learn about business holistically
- Get insights into corporate culture
- Start building personal credibility through high self-awareness
- Connect with key stakeholders



SET UP EXPECTATIONS

- Plan for the needed support and resources
- Start building productive relationships
- Clarify HOW you want to lead
- Define WHAT needs to be accomplished



PLAN AND EVALUATE

- Diagnose and prioritize key activities
- Get feedback on personal style and areas for development
- Detect early wins
- Assess the team
- Plan for the change
- Decide on the future structure



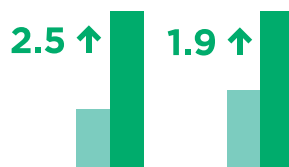
DRIVE

- Communicate the plan moving forward
- Grow engagement
- Build the team and direct it towards the new vision
- Show the roadmap for change and the expected behaviors to support it

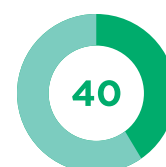
1. We believe that for every leader hired into a new organization, onboarding starts with clear insights into organizational culture and strategy. It is critical for a leader to understand how the corporate vision translates into strategic initiatives and what the alignment is between core values and behaviors to enable the realization of business goals.
2. It is equally important that a new leader has full self-awareness. Our team applies reliable and predictive assessment tools to slot key preferences, habits and motivation of a newly hired leader. Those assessment findings are then discussed with the leader and deployed into a comprehensive action plan.
3. Once self and social awareness components are developed, early goal setting becomes vital. We can support the leader in maximizing the potential of detected strengths and in parallel develop capabilities recognized as improvement areas.
4. In parallel, timely and relevant feedback from the team should be collected to steer the transition process in the right direction. In addition to an online 360 degrees assessment, we can hold a New Leader Assimilation workshop. The New Leader Assimilation workshop generates constructive feedback with the team and ensures that core improvement areas are aligned at the team level.
5. Transition coaching is provided through a three to six months period based on individual needs and preferences.
6. In case broader support with change management and organizational development activities is needed, an additional 3-6 months project plan can be established and incorporated.



Estimates show that when a new executive fails in the new role, total aggregated costs reach a staggering **\$2.7** million on average. The enormity of this cost may seem unbelievable, but is actually not surprising at all since it covers: job enrollment development, severance, replacement recruitment, locked business initiatives, loss of knowledge, damaged customer and employee relations, lowered team morale and plenty of lost opportunities.



Companies which have strong onboarding programs see **2.5** times the profit growth and **1.9** times the profit margin of those that don't — **BCG**



About **40%** of executives who change roles or get promoted fail in the first 18 months — **FORTUNE MAGAZINE**

Up-boarding and cross-boarding models

The onboarding of an external hire is definitely the most common type of leadership transition and is critical for every organization. But what happens with internal colleagues that are sent on international assignments or are promoted to jobs with significantly increased levels of responsibility? In those cases we often assume that employees already know “the rules of the game” and have the abilities needed to navigate successfully through the transition on their own.

At Grit International, we believe this assumption is dangerous and that internal leadership moves require equal attention.

Our methodology supports the acceleration of transitions for internal employees in two major areas:

1. Up-boarding

Leadership accelerators for internal promotions with clear capability development needs

2. Cross-boarding

Leadership accelerators for internal promotions between business units or countries with an already established skill set

Steps within those two accelerators do not significantly differ from the ones in the onboarding process. Yet, focus areas will be individually tailored. As internal employees usually have a high level of social awareness (they know the corporate culture very well), our support is focused on their specific needs both at a personal (promotion related challenges) and family (relocations) level.

Based on each individual case, we develop roll-out plans which will set up the elements of support through a 3-6 months time frame and thus secure the delivery of early wins during the transition period.

Benefits of the Grit methodology

- ◆ Minimized risks of failure
- ◆ Accelerated development
- ◆ Individually tailored roll-out plans
- ◆ Lean and efficient processes that are clear to both individuals in transition and the affected teams
- ◆ Regular and measurable feedback of progress
- ◆ Strong positive and long lasting experience for leaders in transition, which impacts their overall engagement
- ◆ Standardized set of steps to holistically support all engaged stakeholders and align their expectations of desirable outcomes