

# NEW LEADER INTEGRATION COACHING PROGRAM OVERVIEW



**Effectively integrating a new leader is critical to not only their individual performance, but to the organization's overall success.**

**And yet, intentionally focusing on, and investing in, this transition continues to remain one of the most often overlooked or undervalued strategies in business today.**

Fully integrating a new leader into the organization goes well beyond landing the ideal candidate for the role and helping them find their office on day one. Integration is doing what it takes to make the new person a fully functioning member of the team as quickly and smoothly as possible. Too many times the new leader is just expected to know what to do or how to sort things out with little or no guidance because they've been successful in the past. Sadly, the statistics would show otherwise.

According to a global survey of 588 senior executives who had recently transitioned into new roles, organizational culture and politics, not lack of competence or managerial skill, were the primary reasons for failure. Almost 70% of respondents pointed to a lack of understanding about norms and practices—and poor cultural fit was close behind. When asked what would reduce failure rates, they emphasized constructive feedback and help with navigating internal networks and gaining insight into organizational and team dynamics. (source: HBR Article, 'Onboarding Isn't Enough', From the Magazine May-June 2017)

Unfortunately, this makes sense. According to the Corporate Leadership Council, new leaders generally "fail" for one or more of the following five reasons:

1. They fail to establish a cultural fit.
2. They fail to build teamwork with staff and peers.
3. They are unclear about the performance expected of them.
4. They lack political savvy.
5. Their organizations do not have a strategic, formal process to assimilate executives into the organization.

But it doesn't have to be this way. Investing in a career coach can be an extremely effective strategy to avoid the time, headache and substantial costs that come with an unsuccessful integration.

# OUR LEADERSHIP INTEGRATION COACHING PROGRAMS ARE TYPICALLY 6 MONTHS IN LENGTH AND INCLUDE THE FOLLOWING THREE PHASES.

## PHASE I: ASSESSMENT & PLANNING

**To kick-off the engagement, the coach holds an alignment meeting with new leader's boss to fully understand the position, key expectations, responsibilities, deliverables and to gain access to and review of any pre-hire assessment data on the new leader.**

The focus of this initial meeting is to gain the manager's view of what success looks like for the new leader at the 30-day, 90-day and 6-month milestones. In addition, the coach will work with the HR liaison to determine what orientation and onboarding tools and processes are currently available for this new leader and work this into the coaching structure to ensure client is getting maximum impact.

Prior to their start date, the coach will have the new leader complete a leadership self-assessment utilizing the Leadership Circle Profile™ as a way to help this leader understand the competencies that the most effective leaders are fully engaging in and how they rate themselves against these competencies. In addition, the coach will conduct brief interviews with each of the individuals involved in the recruitment process as a way to help the new hire understand how they are currently perceived – both strengths and potential opportunities for development.

**Once all assessment data has been gathered, the coach will assist the new leader in creating a 6-month onboarding plan that together they will use as a roadmap for the coaching engagement.**

## THE FOLLOWING AREAS OF FOCUS WILL BE INCLUDED IN THE LEADER'S INTEGRATION PLAN:

**Learning the specifics of the new business** including capabilities and reputation. Having a solid understanding of the business through the eyes of those that have worked hard to create it vs. trying to change things immediately, helps the leader gain respect and trust.

**Finding ways to establish a cultural fit** including the unwritten norms around communication, decision-making, etc. As poor cultural fit is one of the biggest pitfalls to a new leader's success, helping the new leader find ways to learn and understand how things truly get done in the organization is key.

**Building relationships** with key stakeholders both in and outside of the organization is paramount to encouraging communication and teamwork. Because a new leader will inevitably arrive with little to no relationship capital, they must invest their energy in building meaningful connections with those they will interact most, including, but not limited to their direct team. This sends the message that having strong relationships are just as important as being strategic and visionary.

**Learning and fully clarifying the expectations** of the new role and how success will be measured.

Understanding the particulars of the expectations is critical to the leader's performance. Gaining clarity on not only the 'what', but also the 'how' is a crucial distinction that if missed, can cause significant misunderstandings.

**Determining the best ways to support the organization's priorities** based on a diagnosis of the key challenges and opportunities uncovered in the first 90 days. A new leader builds his or her credibility by demonstrating awareness of important operational issues, swiftly solving urgent problems, and identifying and achieving quick wins.

## PHASE II: COACHING TO PLAN & PROGRESS REVIEW

**Coaching sessions will be 1-hour in length, will occur either weekly or bi-weekly for a minimum of 6 months and begin prior to the new leader's start date as noted above.**

Coaching is intended to assist the new leader in strengthening their self-awareness, uncovering any hidden beliefs or mindsets that could hold them back, practicing new skills/behaviors and continuing the deeper exploration into their current "internal operating system" by discussing real-time situations that have the opportunity to either help them achieve the goals in their integration plan or potentially derail them.

As a way to ensure ongoing alignment between the new leader and their new manager, the coach will facilitate regular check-in meetings (typically at the 30-day, 90-day and 5-month mark) to review progress and ensure positive movement during this critical transitional period.

## PHASE III: CLOSE OUT THE ENGAGEMENT OR CONTINUE

**At the end of the new leader's 6-month coaching engagement, the coach, the new leader and the new leader's manager will meet to review progress and determine whether or not an extension to the coaching engagement is warranted.**

**"PEOPLE WHO LOVE WORK,  
LOVE LIFE."**

**- LOUISE FITZHUGH**

**SCHEDULE YOUR FREE CONSULTATION TODAY**

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