

WILL YOUR NEW HIRE SINK OR SWIM?

7 STRATEGIES TO HELP YOUR NEW LEADER THRIVE.

Did you know that nearly half of external hires fail to make it to 18 months? As their boss, you critically influence their ability to be successful and achieve full performance. The stakes are high for you, the leader and the organization.

WHEN A LEADER FAILS:

- Performance and engagement plummets by 15% and 20% respectively³
- You get stuck straddling multiple roles
- Your strategic priorities get delayed or drawn-out

BUT, WHEN A LEADER SUCCEEDS:

- Attrition decreases by 13%⁴
- You get to focus on your most critical work
- You increase the likelihood of meeting your 3-year performance goals by 90%⁵

Successful leaders understand that onboarding is not enough. They defy the odds by using proven strategies and tools to boost and accelerate performance in critical early days.

You can create the conditions for high-performance. Try these proven strategies.

1

Pro-actively address transition speed bumps.

Carefully assess all the changes the new leader will need to adapt to. One size does not fit all. Nor should your onboarding. Customize your support to the areas of highest risk for your new leader.

Take an inventory of all the transitions your new leader need to adapt to. There may be more than you think.

Each transition acts as speed-bump to achieving full performance.

- Are they taking on a newly created role?
- Are they moving into a new industry?
- Are they moving to a new geography?
- Is their style vastly different from their predecessor?
- Are they joining an organization where major change is already happening?
- Is their team distributed?

Which transitions will present the highest risk to the leader?

What will your new hire need from you to get over these speed bumps?

2

Identify hidden influencers to success.

Help your new hire see beyond their peers and direct reports to who else is affected by their mandate.

Use a tool like a mind map to uncover all the groups and individuals affected by this new leader.

Ask yourself:

- Who will critically influence the new leader's ability to be successful? Consider those within the organization and work outwards.
- What are their respective top motivations and interests?
- How should these stakeholders be prioritized?



3

Negotiate & clarify expectations.

Set the context for what needs to be changed and in what time-frame.

Make explicit how you should be consulted on decisions, what your new hire has authority over, and agree to how you check-in.

Provide role clarity within their first 2 weeks by establishing KPIs and desired outcomes. Use the leader's 30-60-90 day plan to mark milestones and negotiate new steps.

4

Demystify how to best work with you.

Every leader has a preferred way of working. Write a one-pager to help your new leader understand how to best work with you.

- What might they need to know about your strengths, motivators and triggers?
- What do you value?
- How can they best communicate with you?

Leadership assessments are a great way to facilitate mutual discovery of work styles.

5

Invest in performance early.

Moving into a new role is one of the most emotionally and psychologically challenging times in the professional life of a leader. Under stress, their greatest strengths can quickly become career derailers.

Reports like the Leadership Forecast from Hogan Assessments can help a leader gain greater awareness of their performance capabilities and challenges. Consider all the sources of support your new leader might benefit from to accelerate their time to performance - such as coaches, mentors and executive sponsors.

6

Feed future performance.

Many leaders find that as they become more senior, they receive less feedback and have less clarity about their performance and developmental needs. Don't let your formal check-ins take a back seat to other business priorities. These are critical conversations and an opportunity to accelerate learning, provide performance feedback and catch early missteps.

7

Flex to meet evolving working conditions.

The number 1 determinant for success or failure amongst external hires is their ability to develop key relationships and adjust to cultural norms.

With your leader onboarding remotely, look for ways to adapt and innovate your onboarding practices to address specific challenges related to remote onboarding:

Leaders are reporting the following challenges:

- Less opportunity for informal connections & interactions
- Feeling more isolated
- Reduced opportunities to observe the new leader

Adapting strategies might include:

- Adjusting your check-in cadence
- Hosting virtual socials/lunches
- Creating a more structured stakeholder engagement plan and request feedback early
- Changing the questions you ask at the start of a meeting to create more moments of connection

THANK YOU.

My *Leader Acceleration Coaching Program* empowers new hires and recently promoted leaders to make their best start.

For you, your team and your organization this program can mean the difference between celebrating the success of performance gains or experiencing the high cost of failure.

Learn how you can improve the odds. **Schedule your free strategy session today.**

Emily was an invaluable partner to me when I stepped into a senior leadership role at a new company. Having a sounding board and thinking partner enabled me to think through my ideas, be more confident and work more effectively with my boss, peers and team. No doubt, our partnership has helped me perform at my best.

Vice President