



知享会  
HR Excellence  
Center

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# Protecting Our Investment in Leadership Talent

Taking steps to increase the odds of success:  
for recruited leadership talent.



## The High Cost of An Executive Failure

- Cash
  - Signing bonuses
  - Options and Bonuses
  - Relocation
- Customer relations
- Critical initiatives
- High cost of starting over
- Customer relations
- Failures were too frequent
- Work group uncertainty and disengagement
- Work group resistance for needed outside talent

## Some Simple Tools that Work



- Regular contact after acceptance
- Book of Knowledge
  - Stakeholder and peer interviews
- New Manager Integration
- First 90Day Planning (Great Book)
  - MBTI, Strengthfinders

## Regular Contact



- Welcome letter
- Phone calls from peers
- External web site links
- On-line optional orientation

**Integration, on-boarding, and reinforcing job acceptance.**

**First day in part becomes putting faces to the voices.**

**Living out the employment brand promise.**

# Book of Knowledge



- Ready on Day 1 (along with computer, phones, business cards, credit card, etc)
- Content varies by level
- Phone directory, org charts, basic policies
- Performance Management and Succession References
- Stakeholder and Peer Interviews

## Stakeholder and Peer Interviews



- Summary included in book of knowledge.
- Must be done by a respected and trusted person at the appropriate level
- Becomes a way to accelerate learning and avoid catastrophic mistakes early before one knows better.
- Gives associate some direction in what to talk about or not in meeting key leaders, peers, and subordinates.

# Stakeholder Interviews (data must be collected by a trusted person)

1. What are your expectations of the role? Primary focuses of the role?
2. What land mines, sensitive situations exist that NAME should be aware of?
3. If we had to prioritize NAME focus according to timelines, what should NAME focus on first in 30 Days, then 90 Days and in 6 Months?
4. What concerns do you have regarding NAME taking on this role?
5. What relationships must NAME develop (both internal & external) to ensure success of my role?
6. What will be the key determinants/measures of NAME success in this role?
7. How will you support NAME?
8. What advice would you give NAME to ensure there's a successful transition?

# 90 Day Planning: The First 90 Days



- Avoid common mistakes
- Build a plan that help avoid these mistakes
- Communicate to leadership what this person is doing.
- Plan for an early win (buy time)
- Optional but powerful:
  - Myers Briggs coupled with Strengthfinders
  - Link common mistakes people make in new roles to preferences
  - How to build on strengths and mitigate derailers
  - Use selection assessments - why do we just file them?

# NEW MANAGER ASSIMILATION - QUESTIONS

- What do we already know about Bob?
- What don't we know, but would like to know?
- What are our concerns about Bob becoming our manager?
- What do we want most from him?
- What does he need to know about us as a group?
- What are the major problems he will be facing?
- What are the major obstacles Bob and ourselves will be facing?
- What suggestions do you have to overcome the items raised in the last two questions?
- What are the attributes of a good manager for you and why?
- How do you feel about Bob becoming your manager and losing your previous manager?



# Use the Data/Assessments from the Hiring Process!



**Contains impartial look at person.**

**Cognitive and personality tendencies.**

**May be a key to effectively coaching for on the job success**

**Executives will not read these reports...you have to**

# Formal Mentoring



**Don't believe in it!**

**Sorry.**

# Executive Coaches



**I believe in it because I would like to do this one day! :)))**

**It depends.**

**External coaches can be a safe haven when everyone is new.**

**Coaches and Executives must know when to end the relationship.**

**Coaches must know their limitations and when someone would better meet current needs.**

# What works in your experience?



**Processes and Practices**

**Assessments**

**Coaching**

**Reading**

## Two good books on this subject

**The First 90 Days**

**The Set-up – to - Fail Syndrome**