



**The Secrets to On-Boarding Success:
Stakeholder Accountability and WIIFM**

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Today's Discussion – On-Boarding

- You're the new VP of xyz, now what?
- Stakeholder Based On-Boarding – defined
 - Why it works
 - How it works
- Success Stories – it works!
- Share your experiences
- Character Action Simulation Exercise “CASE”
- Take Aways
- Stay in Touch



You're the new VP of xyz, now what?

- The water cooler meetings that happen without you
 - How long is he going to be here?
 - Let's wait and see if she can get anything done
- What your staff is saying about you to their spouses
 - It's hard to tell if he gets it
 - I'm not sure she knows what I do
- Statistic or Succession Plan?
 - Hired from the outside: 64% chance you will leave in 4 years*
 - Promoted from within: 38% chance you will leave in 4 years*
- What do they say to you?
 - Staff says "I like to be empowered not micromanaged"
 - Boss says "hit the numbers, and no surprises please"

*from Ciampa and Watkins, Right From the Start, HBS Press 1999.



Stakeholder Based On-Boarding – why it works

- Culture differences and other forces that can otherwise contribute to the failure of a new leader hired from the outside are proactively redirected to support the new leader.
- Having each stakeholder identify “What’s in it for Me?” if the new leader succeeds, and holding each stakeholder accountable for what he/she will contribute to the success of the new hire.
- Success depends on creating a “forum” that is safe, where stakeholders convene, where commitment is made and reviewed for milestones and support.



Stakeholder Based On-Boarding – how it works

- Programs consist of a series of meetings that challenge new hire and key stakeholders with the following:
 1. Define success for the new leader.
 2. What will you gain when the new leader is successful?
 3. What will each stakeholder commit to and be accountable for, to ensure the new leader's success?
 4. What are the consequences for not supporting the new leader?
- Series of 4 to 6 rounds of meetings over the first 6 months.



Success Stories – it works!

- CFO, Education Non-Profit
 - 4 years later, installed new systems and shifted issues from “we can’t track our regional donor base” to doubling income, shifting from national presence to global presence, multiplying number of teachers and students served.
- VP Manufacturing, Consumer Products
 - 3 years later, supported continued unit and revenue growth and shifted bottleneck from “we can’t make them fast enough” to “we need more sophisticated sales management to support growth.”
- Head of Hardware Engineering, B2B Systems
 - 3 years later, shift from “core products have been promised to customers and are hung up in development” to delivering new products to core B2B segment, and expanding into consumer and prosumer segments.



Success Stories – how it works

- Elicits good **leadership** behaviors
 - Recognizes that leader is not doing it alone, and makes that an **open conversation**
 - Makes **transparent** the goals and success factors, as well as the **tracking of progress** towards them
- Elicits good **followership** behaviors
 - **Engages** stakeholders for what they do best, and for how they will benefit the most
 - Makes **accountability** inherent in day to day tasks, rather than something that happens in annual reviews



Share Your Experiences about On-Boarding

- What have you seen work well?
- What have you seen go wrong?
- Can you envision using a Stakeholder based model at your organization?
 - Pros and cons of facilitated internally?
 - Pros and cons of facilitated by a third party?



Character Action Simulation Exercise “CASE”

- You get to “play” a “character” at a company that just hired a head of OD.
 - You will be in groups of three:
 - VP OD (new hire)
 - SVP HR (and VP OD’s boss)
 - CFO (stakeholder)
 - You will be in a Stakeholder Based New Hire Integration session
- Here’s how to use the CASE:
 1. Read the CASE and prep with Hudson Gain facilitator
 2. Get into groups of 3, you will each be a different Character
 3. Be the Character (not yourself)
 4. Interact with the other Characters, using the model:
 - a) define success b) what do you gain c) what will you commit
 5. Debrief as a group



Take Aways



Stay in Touch

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Victoria Zelin is a Senior Vice President at Hudson Gain. Victoria has over 20 years experience in human capital services and human resources. Previously, as a Vice President at firms including Hudson Highland, Lee Hecht Harrison and CSC/Index, Victoria has helped companies maximize results with solutions that span the entire hiring and development life cycle. Victoria began her career as a Human Resources generalist at Exxon. Victoria holds an MBA from Yale and a BA in Cultural Anthropology from Duke University.

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