



Accelerate the learning curve: Executive integration.

What is Executive Integration?

Recruiting the right people for senior executive positions is costly - it often takes companies at least a year to realize a return on the investment. Yet organizational leaders know that many newly-hired executives leave before their second year, and replacing lost recruits adds additional cost. Often, this is because companies do not provide the executive with what he needs to integrate into the new company. *A new leader will usually have the right skills and experience for the job, but frequently lacks critical information about his role, what others expect of him, and how his management style fits with the new organization's cultural and political realities.*

Providing executive coaching to the newly engaged executive facilitates his integration into the company and shortens the time required for him to get up and running. Executive Integration is a customized process designed to help executives avoid potential pitfalls and become effective leaders in a new environment. The process is relatively inexpensive and can save the company enormous costs in dollars, productivity, and morale.

The Executive Integration Process

Executive Integration consists of a series of one-on-one meetings between executive and coach over a 3 to 6 month period. While coaching follows an organized approach and consists of specific components and deliverables, the process offers the flexibility to meet the individual needs of each candidate. As part of the process, the coach may assist the hiring manager (usually the coaching sponsor) in successfully introducing and integrating the new executive.

Executive Integration:

- Is short-term, extending over the critical entry period
- Is assessment-based, relying on structured interviews and survey assessment to identify focal points for coaching
- Targets leadership skills and behaviors with the greatest impact on successful assimilation

- Identifies and channels frustrations stemming from entering a new system
- Identifies the participating executive's key stakeholders, their expectations, and opportunities for partnership and resource sharing
- Teaches the participating executive how to use her personal style to maximize influence and leadership effectiveness
- Provides a confidential forum in which issues and reactions can be discussed

Outcomes of Executive Integration

As a result of the coaching, the executive will:

- Acquire an organized approach to engaging with and succeeding in the new system
- Appreciate the differences between the previous and the present work environment
- Gain better insight into his management style – its impact on others, how it fits or is at odds with his new boss's style – and develop the skills for heading off potential conflicts in the future
- Acquire techniques for resolving conflicts, making difficult decisions, and navigating difficult relationships or sensitive situations