

## New Leader On-Boarding Coaching in Technology Company

### *Situation*

The failure rate for new executives hired in to organizations is 64%. A niche hardware company, aware of these statistics, wanted to ensure that its newly-hired Vice President of Marketing could quickly assimilate into the role and the organization, and begin to take the necessary actions to revamp the function. The organization's norms of limited communication and feedback made the need for coaching more acute, but also raised concerns about whether coaching could be successful. Clearly, the on-boarding coaching was just the beginning of the organizational work that was needed to transform the culture so that the organization could compete effectively in an increasingly competitive marketplace.

### *Solution*

Seth Levenson Consulting Inc. was contracted for a six month relationship that included:

- assessment through use of various instruments
- creation of an "appointment charter" to clarify responsibilities, goals, "First 90 Day Actions", and key stakeholder relationships
- one-on-one interviews with the president and other members of the senior leadership team to surface expectations and feedback
- a facilitated session with direct reports to surface department issues
- on-going one-on-one coaching sessions
- "shadowing" to observe the client in action.

The content of the work was both "soft" – communication methods and style, relationship building, soliciting feedback and acting upon it – and "hard" – change management techniques, organizational structures, process identification, role clarity for direct reports.

### *Results*

*"Seth has really helped me by challenging my thinking and suggesting alternative ways to handle situations. I've implemented a number of his suggestions and people are seeing the impact. I've much more comfortable addressing issues head-on and have been effective with people I would have. I had a conversation with my boss (the president) that I wouldn't have had – and it surfaced different assumptions about my role that we have clarified. I also convened a team meeting to build the departments goals together. I know I wouldn't have done either of those without this process.*

*"Thanks for helping us clarify the processes in the department as I think that will help the team solve more of the problems themselves, and not have to escalate everything to me. I can then focus on the work I should be doing rather than refereeing those discussions." -- Vice President of Marketing*

*"We're very pleased with the job that Seth has been doing. Everyone he has come in contact with has had a positive experience. We now need to figure out how to use Seth with the entire senior team, and for coaching with other key individuals." – Vice President of Human Resources*