



# **Executive Integration and Coaching**

## **Accelerating New Executive Success for Quick and Sustained Results**

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## OVERVIEW

This white paper describes a proven process for ensuring that new leaders arrive on their start date fully equipped to secure early wins, sustain those wins, quickly build lasting credibility with all stakeholders, and avoid costly and potentially career-ending mistakes.

The executive integration model has been successfully implemented in both the private and public sectors. It is fully documented in the groundbreaking book, ***Before Onboarding: How to Integrate New Leaders for Quick and Sustained Results*** (Amazon, [here](#)).

Executive integration is equally suitable for both external hires and internally promoted executives. We refer to the heart of the process as “pre-boarding,” the critical work done before the new leader’s start date. Executive Integration is a facilitator/coach-led endeavor.

## INTRODUCTION

Executive attrition statistics are alarming, and yet this hidden crisis has gone unnoticed. Multiple studies over the past decade show that the new leader failure rate consistently ranges from 40 to 50%. Half of new senior leaders fail to succeed in their roles. Most who fail do so within their first two years. Many are gone from the company by then. While the statistics for internally promoted executives are better than for outside hires, the difference is negligible.

Studies are showing, however, that for most new leaders hired or promoted, what they do or fail to do in their first three months have a substantial impact on their ultimate success or failure. In other words, their first 90 days are critical. By way of example, the President of the United States has 100 days to demonstrate effectiveness. Like the President, new executive leaders have a similar time period to show results.

Most organizations have intensified their selection process for new leaders. The recruiting process can take months. Once these new leaders come on-board, it is common for organizations’ senior leaders to take a “sink or swim” position regarding the new leader’s ultimate success—hoping for the best. They would never take such a cavalier attitude with regard to every other key performance indicator of their business.

Executive failures are costly in many ways. A few of these are:

- Search fees/recruiting costs
- Relocation expenses
- Signing bonus
- Other bonuses
- Stock grants and options
- Separation agreements
- Replacement recruiting costs
- Downtime
- Decreased productivity of staff
- Unanticipated turnover of valued employees
- Lost opportunities
- Costly mistakes

Executive recruiting firms have as a standard practice, a one-year “guarantee” on the executives they place. What this means is that if the new leader is gone for any business-related reason within the first year on the job, the search firm will recruit a replacement for no additional fee. This is supposed to be comforting for the client. Statistically, most outside hires make it through their first year, even if they are off to a bad start. What happens between 13 and 24 months, however, is another story entirely. Most failures occur during this second year. Eighteen months seems to be the magic number for executive success or failure. They either have made it or not by then.

In short, the one-year guarantee is typically a marketing ploy. Experienced executive recruiters know that most executive hires will last over one year. Moreover, once they hand off their candidate to the hiring organization, they have little impact on 1) how quickly this person gets up to speed, and 2) whether he or she is still around after one to two years. Executive recruiters rarely have to do a search over. This means that the company is actually assuming all the risk of the new leader’s success.

Given that the first 90 days are so critical to a new leader's success, it is surprising to note that most research into ramp-up time shows that it takes from six to nine months for a new leader to begin adding value to their organization. Few organizations are so patient, and the pressure to succeed early in the game often is the undoing of new leaders. Executive successes and failures can often be traced back to their initial three months on the job. It is a critical time that must be intensively managed to ensure that hiring organizations receive a return on investment.

When a new leader fails to measure up, their senior leaders should ask themselves this question instead: What difference would it have made had we managed the integration of this executive rather than leaving his or her success to chance?

**The bottom line is that there is no acceptable reason to do leave a new executive's success to chance.**

That's where our Executive Integration process comes in. Our facilitator-led framework takes the guess work out of senior leader integration and accelerates the time to performance in their new role. Most published guidance for new leaders provides them a self-directed methodology they are supposed to follow during their first 90 to 100 days, a time when they are figuratively drinking out of a fire hose. Our process is much different. Our expert integrators start the process well before the new leader's start date using a structured approach. Throughout, our integrators stand beside our client executives providing insight, advice, and accountability throughout the transition process and for a year following their start date.

## **THE EXECUTIVE INTEGRATION AND COACHING PROCESS**

Our unique executive integration and coaching model provides the framework for accelerating executive transitions. It is readily adaptable to most organizations, public and private. The objectives of our process are as follows:

- Compress new leader integration time (in order to get the right results quickly)
- Avoid costly and potentially career ending mistakes
- Minimize staff productivity declines and turnover related to leadership changes

- Accelerate team cohesiveness with new leaders and their stakeholders (boss, peers and direct reports)
- Rapidly gain credibility with other key stakeholders such as: key customers, major suppliers, trustees, board members, physician group leaders, donors, political leaders, etc.
- Make the leader transition as efficient as possible
- Sustain the new leader's early successes over the long-term

Although some on-boarding programs provide parts and pieces of our Executive Integration process, few address what it takes for a new leader to be successful both in the short-term and the long-term.

### **OUR EXECUTIVE INTEGRATION AND COACHING MODEL**

An experienced integrator/coach from Burroughs International, LLC, who is adept at both executive coaching and managing change, oversees the project from start to finish. It typically begins when an offer is accepted, reaches a high point the first day the new leader is on the job, and is sustained over the next 12 months through executive coaching.

There are six stages of our Executive Integration process. They are:

1. Integrator Entry
2. Stakeholder Interviews
3. Documenting the Data Gathered
4. Debriefing the Incoming Executive on the Information Gathered
5. Facilitating a Kick-Off Meeting with the New Executive and Direct Reports
6. Follow-Up Coaching with the New Executive

**Typical sequence of events and time (exclusive of travel)**

<b>Pre-boarding data gathering</b>			<b>Integration activities with new executive</b>		
Facilitator/Coach Entry and assessments	Stakeholder interviews	Data analysis and report preparation	Debriefing new Executive	Kick-off meeting with direct reports and new executive	Follow- up executive coaching
One day	Three days	Two days	One day	One day	Bi- weekly sessions for up to 12 months (in- person and by phone)

**SUMMARY**

Michael Watkins, author of the groundbreaking book, ***The First 90 Days***, says, “Given the stakes, it is surprising how little good guidance is available to new leaders about how to transition more effectively into new roles.” He concludes, “Adoption of a standard framework for accelerating executive transitions can yield big returns for organizations.”

The experienced team of executive coaches and integration specialists at Burroughs International are uniquely qualified to integrate your new executives and coach them to success, thereby protecting your investment.

Our Executive Integration process is led by experienced senior executives who have proved their mettle in the U.S. Armed Forces (where they have achieved the rank of either U.S. Air Force or Army Colonel) and also as executives in the Fortune 500 and privately held corporations. All are seasoned executive

coaches. Our integration/coaching team has decades of experience as organization development executives, executive recruiters, general managers, program managers, marketing and strategy executives or managing directors for such companies as McDonnell Douglas, American Express, ARAMARK, Maritz, Sigma Aldrich, Solae, DHR International, and others, as well as serving as consultants for several nonprofits, universities and federal agencies.

## **CONTACT US**

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Get ***Before Onboarding: How to Integrate New Leaders for Quick and Sustained Results***, authored by Mike Burroughs, from Amazon.com at <http://www.tinyurl.com/3bdtntxa>

Michael Burroughs is the Group Owner of the *Executive Integration Network* on LinkedIn. Join this group at: <https://www.linkedin.com/groups/Executive-Integration-Network-4290815>

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