

THE HR LEADER'S ESSENTIAL EXECUTIVE ASSIMILATION CHECKLIST

Today, the conventional executive onboarding process is increasingly associated with mere paperwork (real or digital!) for the HR department. As HR becomes a strategic contributor to organizations, many HR departments are replacing the traditional executive onboarding and orientation with a more sophisticated and updated Executive Assimilation program that requires automation. Getting executive assimilation right is crucial both for the health of the organization and the success of the newly appointed executive. Since executive assimilation programs comprise quite a few steps, we put together our Essential Executive Assimilation Checklist for HR leaders. See if you tick these 10 check boxes.

- 1. Select a Tool** - The executive assimilation process involves asking a myriad of questions of a wide range of stakeholders and analyzing the answers in order to make informed decisions. HR professionals need to start by selecting a tool that allows them to interview stakeholders as efficiently and effectively as possible.

PRE-RECRUITMENT

- 2. Exit Interview** - When an executive leaves a company, he or she probably has a wealth of information about the company and the role he/she was performing. Use your interview tool to probe for information around these five areas:

- How the executive's role could be better*
- Why the executive is leaving the organization*
- What the executive enjoyed the most while working for your company*
- What didn't work*
- What the executive would change*

- 3. Crowdsource the Job Description** - To gain a more holistic view of the position you are recruiting for, crowdsource insights from the team the executive will work with. Team members tend to know what a desirable job position for their leader should look like.

- 4. Combine Insights for a great Job Description** - Using the data collected in the steps above, align insights from the following three areas to create a holistic job description:

- The views of the exiting executive*
- The views of the team members*
- Goals that support the organization's overall business strategy*

RECRUITMENT

- 5. The Pre-Screening Online Interview** - Use software to gauge whether a potential candidate would fit into the organization's culture before any initial phone interviews occur.

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6. Interviews - After you've vetted potential candidates for a culture fit, you can begin the traditional phone and/or face-to-face interview process. Ensure that interview notes are recorded in a consistent way to allow for easy analysis.

7. Analyze Insights before making an offer - The insights gathered by various stakeholders who have interviewed potential candidates need to be analyzed in order to make two important decisions:

Who is the best candidate for the role

What is the best offer your company can tailor to make this candidate accept the job offer

THE FIRST 90 DAYS

8. Start before day one - Once an executive accepts the job offer, the hiring officer should provide documents that will help the new executive gain a thorough understanding of the role and organization. HR should turn the interview tool over

to the new executive so that he or she can then interview the organization in order to: simultaneously need to help this executive interview the organization in order to:

Gain understanding of the organization: *A new executive must actively seek to gain a thorough understanding of the business's current state, challenges, strengths, opportunities, and weaknesses.*

Gain understanding of the people: *The new executive must gain the trust of his or her subordinates and colleagues as quickly as possible, as these are the people who know the organization best. He or she must deal with a range of perspectives and personalities, some of which may be open to new leadership and new strategies, and some of which may not.*

9. Support the Executive's Strategy - Most new executives are expected to create 30, 60, or 90-day strategic plans for their new departments. HR professionals should be prepared to support the new executives in this endeavor by assisting in the communication of the new executive's expectations where possible.

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AFTER THE FIRST 90 DAYS

- 10. Continuous feedback loop** - Statistics prove that most new executives become jaded, dissatisfied, and fail within the first 18 months of their employment. This turnover can cost organizations millions of dollars, so it an HR imperative to maintain a feedback loop with the new executive to understand any impediments that the new executive faces. The HR department must strive to act as a support system for the new executive, putting the employee's success first. The HR department must help, where possible, address the challenges the new executive faces.

Bonus - Optimize the Stages of the Employee Lifecycle: *By checking off most of the above boxes, HR professionals will be able to optimize the stages of the newly appointed executive's lifecycle on the job organically, but here's also a proven way to optimize the stages of the employee lifecycle for every employee!*

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Sales Team
sales@9lenses.com

Learn More: www.9lenses.com

Customer Advocacy Team
ca@9lenses.com

