

## Executive On-Boarding; Necessary and Helpful?

It's interesting to note that in our experience, companies can take all of the necessary steps to ensure through in searching out the right person for their company, but what about when they actually report for work? A recent study indicated that less than 20% of new employees felt they were given the necessary tools and training to get the job done. When a new employee is failing to meet our expectations, we need to be introspective and ensure we've done our part to ensure their success. Jim Radous, VP, Sales & Marketing for Nissan Forklift shared a few thoughts on this subject.

Jim's gained his experience in three VP roles in 3 different industries. He has tended to be a giver rather than a receiver re: on boarding but more because that's what the role has required. "I think leadership is a fine line between coming in as servant vs a take charge leader. In my experience, I look for mentoring so I can ramp up quickly. I'm glad I've gained the experience I had so I can still hit the ground running.

When I first start in, I introduce myself to my team, make sure they know I'm human and solicit THEIR input. I ask them what we do right and what needs to be improved, "If you were in my role, what would you change, what would you ideally do?" Also, "what do you like best about your job?" Then I can use this to reorganize the team and leverage their strengths and gain their loyalty and trust as a result.

Then I can utilize this in tandem with my strategic and tactical skills and make them all better as a result. I take their strengths and build, take their constructive elements to develop them or perhaps move them into a better suited role. Then the employee won't come back to you and say you never gave me a chance.

By doing this, I use the "TEA" = "take excuses away" philosophy. It sets a positive tone and makes the employee feel that "I am my own brand, and always proud to put my name on something."

This way, I try to be a good coach who is able to make the best of a situation you've inherited vs cleaning house just for the sake of the action itself.

Tim Tebow, the University of Florida's star quarterback is a good analogy; he's a character guy, could contribute as a TE vs QB at the NFL level because someone else saw his additional qualities

It's probably inversely proportional to your level in the organization; the higher you are, the less on boarding you receive...but you still need things like cultural on boarding. I feel it's also relevant to what the current company priorities are.

When I joined I first questioned the President as to why certain things were done and why. If you have enough experience and confidence, you can make the best of both what was done vs analysis and questioning WHY things are done.

After I ask certain questions, I feel I have a vote of confidence when my boss says "do it the way you want to", then you know you have his confidence. Good intuition doesn't hurt; the higher up you get, the more you've seen and can draw on similar situations that came up in the past, learn from that and move forward.

No surprise that Jim is thriving in his new role, getting the most out of his existing employees, who now sense a change for the better with Jim on board.