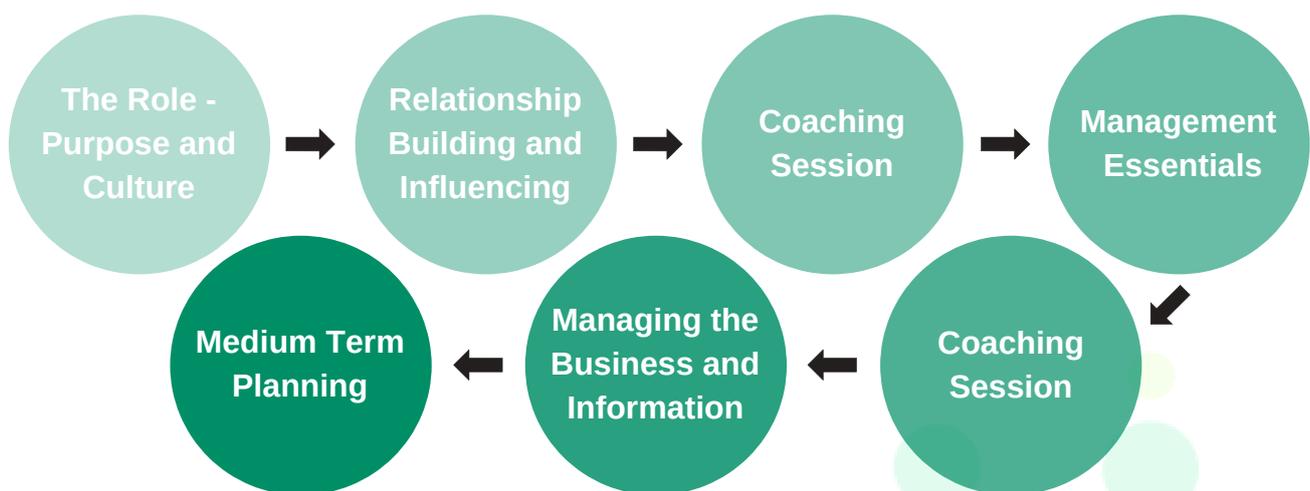


For managers new to an organisation, rapid adjustment to the culture and new ways of working is essential to gaining trust and building confidence.

All on-boarding programmes require a partnership between you and us. This means we will tailor and design a programme based on a sound understanding of the organisational goals, values and “how we do things round here.” It will require the development of relationships with a variety of business stakeholders. It will also be based on the development needs of the individual.

Whilst all programmes will be individually formulated, the following planned on-boarding methodology provides an indication of the structure for a management recruit.



THE ROLE - PURPOSE AND CULTURE

This face-to-face facilitated session enables our consultant to acquire a thorough understanding of the role and its requirements. Our consultant work with the organisation and individual to:

- Help the appointee fully understand the organisation’s history, products and services, values and ambitions
- Clearly articulate the purpose of the role and proposed measurements of success
- Outline the role in more detail and facilitate conversations that encourage open and transparent expectations by both the organisation and the individual
- Assist in the setting of short to medium term objectives for the first 90 days
- Discuss the strategic requirements of the role, together with any risks and anticipated blockers
- Map the individual’s strengths to the culture and discuss areas that will help the appointee seamlessly integrate into the organisation

RELATIONSHIP BUILDING AND INFLUENCING

This full day will see our consultant work with the new appointee specifically on relationship building and influencing. Based on the Insights Discovery® diagnostic tool, the consultant will help hone the individual's communication and relationship building skills by:

- Identifying the communication preferences of others in the management team
- Helping to understand the motivations of their own team members
- Tailoring their own communications style to influence others
- Present ideas using benefits
- Deal with difficult situations and potential conflict

COACHING SESSIONS

As part of our suggested programme, we recommend 2 days of dedicated coaching. These will focus on the individual's experiences as the on-boarding period progresses. The consultant will help the individual diagnose the areas for immediate attention. They will also provide a forum where the individual can discuss progress and challenges with someone independent in order to develop:

- Specific capability related to competencies
- Confidence in their understanding and decision making
- Cultural practice related wholly to the organisation
- Feedback on ideas and performance

The on-boarding programme would, additionally, provide an unlimited telephone coaching service for the individual.

MANAGEMENT ESSENTIALS

This day will focus on enhancing the existing skills of the appointee in the “nuts and bolts” of management. Our consultant will work with the individual to focus on pragmatic management skills to develop impact. The day would cover such areas as:

- Setting meaningful objectives – beyond SMART
- Providing motivational and developmental feedback
- Facilitation and coaching skills
- Chairing team meetings
- Conducting a structured 1:1 meeting
- Dealing with difficult situations
- Time and resource management

MANAGING THE BUSINESS AND INFORMATION

A second day of face-to-face training would examine:

- The requirements of the business
- Short, medium- and long-term planning
- Resource planning
- Financial management – forecasting and reporting
- Managing risk



MEDIUM TERM PLANNING

The final day of the programme will be a facilitated meeting with the organisational stakeholders, the individual and the consultant.

In advance of the meeting, each participant will be asked to complete a questionnaire to:

- Measure levels of “comfort” and “synergy” after 6 months in the organisation
- Identify any outstanding areas for the on-boarding process and any additional support that may be required
- Evaluate integration with the team and perceptions of management style within the framework of organisational culture
- Examine areas for further individual development
- Explore the objectives for the next period and confirm measurement areas

