



Onboarding of Executives

Best practices for the seamless and effective integration of new executives into the corporate culture

Welcome!

In today's fast-paced business world, effective executive onboarding is crucial to a company's long-term success. This white paper offers a comprehensive guide for companies looking for proven strategies to successfully integrate executives into their organization.

1. Importance and Relevance of Executive Onboarding

2. Planning the Onboarding Process

3. Structure of the Onboarding

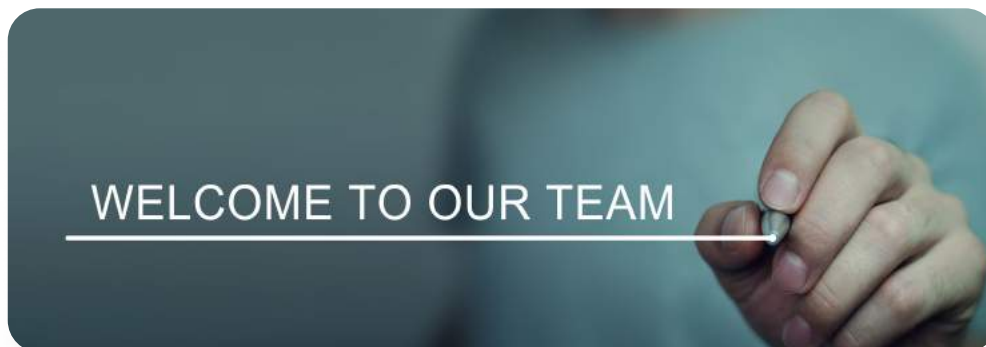
4. Key Takeaways



In this white paper, we take an in-depth look at the relevance, planning and structure of an optimal onboarding process for executives. We cover both the theory and proven practical tips. Please note that this white paper serves solely as a guide and should not be construed as legal or personal advice. The information it contains is based on proven practices and experience at the time of publication. We therefore recommend taking individual circumstances and requirements into account and getting in touch if necessary to address specific challenges.

Importance and Relevance of Executive Onboarding

The introduction of new employees, i.e. institutionalized onboarding, is of crucial importance to a company's success. While comprehensive onboarding programs usually exist for employees without management responsibility, systematic induction at higher management levels is less common. The process – or rather the implementation and execution of onboarding programs – involves considerable effort when done well and therefore, at first glance, represents an additional cost factor for internal recruiting. However, missing or inadequate onboarding means a comparatively higher financial loss for a company. In addition, extensive resources are invested in selecting suitable staff, which makes it negligent to pay less attention to their onboarding. The benefits can include early performance and productivity, high motivation and innovative potential, as well as clarity about the new role and commitment to the new employer. Ultimately, successful executive onboarding can lead to reaching the break-even point of recruitment investments early on.



The foundation for successful onboarding is laid before a new executive's first day. This helps prevent later misunderstandings or dissatisfaction right from the start. This white paper therefore focuses on the important role of executive onboarding within the corporate context and provides a comprehensive roadmap and best practices for an effective onboarding program. The aim is to ensure the smooth integration of new executives and thus a functioning relationship between the new executive and the team, and to make sure they quickly become productive and can make a positive contribution to the corporate culture.

Planning the Onboarding Process

1

Preboarding

In the first phase, preboarding, the focus should initially be on needs assessment to identify the specific requirements and expectations of the integration process. This is the period from signing the contract to the new executive's first working day. By taking into account the executive's individual needs and the company's strategic goals, careful planning lays the foundation for a successful integration process.

Defining clear goals for executive onboarding also enables the process to be targeted and evaluated. A systematic approach based on precise analysis not only makes implementation easier, but also helps to identify potential challenges early on and address them appropriately. This also ensures the prevention of later misunderstandings or dissatisfaction mentioned at the beginning.

2

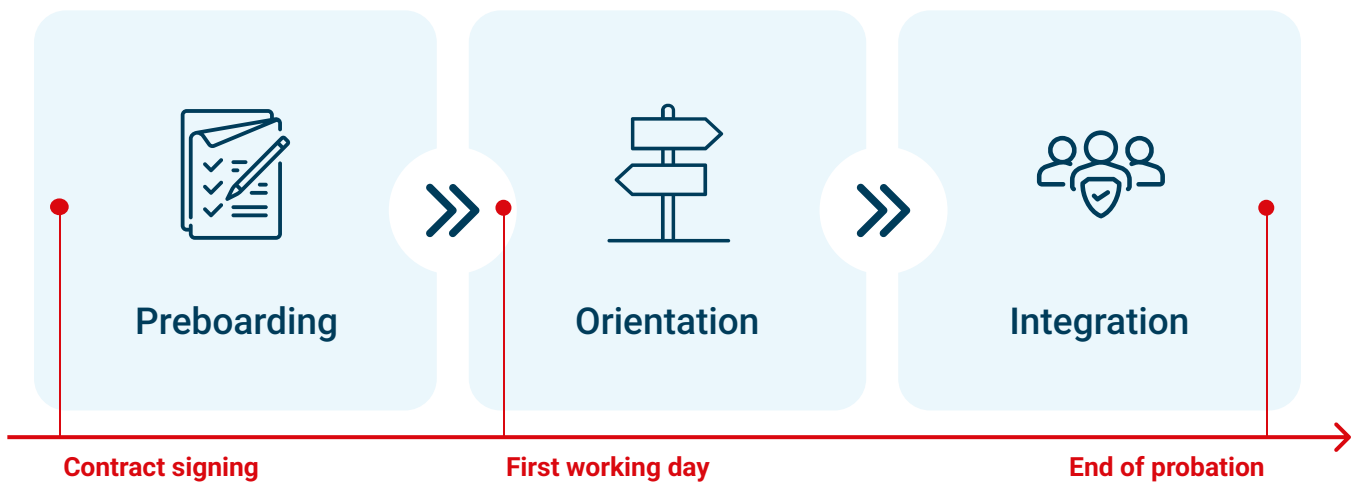
The orientation phase

The second phase to be planned in advance is the orientation phase. This covers the period from the first working day to the third month in the company. During this time, the new executive should have the opportunity to get to know all colleagues, superiors and, where applicable, the employees they will lead. A previously assigned mentor can be particularly helpful in this phase as a point of contact for any questions. This person can be a direct superior or another executive in the company. In the orientation phase, the newcomer also learns about working hours, the composition of the individual teams and ongoing projects.

3

The integration phase

After the third month, the orientation phase moves into the so-called integration phase. During this time, the executive can already make decisions independently and hold the corresponding conversations with employees. Projects and new working groups are also launched in this phase. This period usually lasts six to twelve months.



Structure of the Onboarding



Understanding the Corporate Culture

A deep understanding of the corporate culture forms the basis for successful onboarding.

Getting to know the company's values

The new executive should become familiar with information on corporate values, history and developments before starting – ideally during the application phase.



Practical tip:

Ensure easy access to all necessary company and career information (e.g. careers website, social media, review platforms, etc.) during the application process, and provide further written material such as company presentations at the start of employment.

Personal meetings with key people

Actively encourage personal meetings with key people in the company. This not only helps build relationships, but also provides a deeper understanding of the organizational structure and individual areas of responsibility.



Practical tip:

In addition to other executives, HR and direct colleagues, make a conscious decision to include relevant peers.



Clear Communication and Expectation Management

As briefly mentioned at the beginning, clear communication and agreement on expectations of and from the new executive are crucial. It is important not only to discuss roles and responsibilities, but also the company's values and long-term goals. This creates clarity about what is expected of the executive and what expectations they have of the company.



Practical tip:

Clearly define the new executive's roles and responsibilities. Initiate an open dialogue about the underlying corporate values and long-term goals. This promotes not only understanding but also the executive's alignment with the company's strategic goals.

A joint workshop in the final stage of the application process is often a good idea, based on a short presentation by the candidate, to talk specifically about their understanding of the role, challenges and concrete milestones. This enables an open exchange about mutual expectations and an understanding of how to work together.

Mentoring and Networking

Integrate executives into the company from the outset by assigning experienced mentors to them. This provides faster access to internal resources and promotes an understanding of informal structures. Networking is essential for successful integration and cultural exchange.



Practical tip:

Assign experienced mentors who not only help with practical questions but also act as a point of contact for cultural and social integration. Organize targeted networking events to introduce the new executive to other colleagues and relevant stakeholders.

Another proven tip is to hand over networking to the executive after the initial start-up phase, so that they can shape the approach themselves.

Implementing Feedback Mechanisms

Continuous improvement requires feedback. Implement mechanisms such as regular meetings, surveys or feedback rounds to evaluate the experiences of new executives. This creates an open communication culture and enables the early identification of potential problems as well as opportunities for improvement and the continuous optimization of the process.



Practical tip:

Establish regular meetings between the executive and their superiors to discuss challenges and give feedback. Hold regular feedback rounds and follow-ups, especially during the probationary period, to exchange views on the executive's satisfaction and experiences.

Conducting regular surveys for systematic evaluation, and consequently for identifying opportunities for improvement, is also a sensible approach.

Long-Term Support

Onboarding does not end after the first few weeks. Long-term support is crucial to ensure that executives are continuously integrated into their role. Regular check-ins, training and further education help them to develop steadily and contribute sustainably to the company's success.



Practical tip:

Plan regular check-ins, including beyond the first few weeks, to evaluate the executive's progress, make any necessary adjustments and ensure continuous support. Also include regular employee feedback in your evaluation.

Offer ongoing training and further education tailored to the executive's specific needs.

Key Takeaways

- ✓ Creating an understanding of the corporate culture
- ✓ Clarifying expectations on both sides and ensuring clear communication
- ✓ Assigning a mentor
- ✓ Implementing feedback mechanisms
- ✓ Ensuring long-term support



We will be happy to advise you and actively support you in your next onboarding process!



Alicia Buss

**Managing Director CareerTeam &
Partner CTG Consulting**

✉ alicia.buss@careerteam.de

🌐 www.careerteam.de

🌐 www.ctg-consulting.com

OUR LOCATIONS



HAMBURG

Am Sandtorkai 48
20457 Hamburg



BERLIN

Friedrichstraße 58
10117 Berlin



ZURICH

Weinplatz 10
8001 Zürich