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## Bringing a New Manager Onboard

By Dr. John Drozdal

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Last month I wrote about the benefits of building a mix of management talent by both promoting from within and strategically hiring from outside your organization. However, the process of bringing that new manager into an existing culture carries several challenges and realities.

Several studies indicate that what happens during the first ninety days that a new senior manager is on the job is a major factor in determining whether or not that person chooses to stay. In some companies, the turnover among newly hired experienced people can be as high as three times the organization's average. If that new individual does not see a way to make a difference in the short term, he or she may think of leaving. Given the significant expense of recruiting a talented senior executive, it is just good practice to increase the likelihood of the success of that new hire.

Here are three possibilities that may help:

1. **Think inclusion.** On day one, the new hire needs to feel like an important member of the team. It may sound unbelievable, but I have seen organiza-

tions fail to set up an office, phone number, and email account until days after the new person arrives. Overlooking even these simple things leaves that person wondering if they are welcome at all.

2. **Assign a mentor.** For the new manager to "hit the ground running," he/she needs to know how work gets done in the company. Having an experienced peer mentor the individual on how both the written and unwritten rules of the organization work is invaluable.
3. **Purge "we've never done that before" from your vocabulary.** You've brought in this new senior manager to bring a fresh perspective. By shooting down the new ideas that this manager offers you've virtually guaranteed that person will make their availability known to a headhunter at the earliest opportunity.

Some companies have even begun formal "onboarding" programs to help these new hires succeed. The key is helping the new person feel productive and welcome as quickly as possible. ■

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