

Onboarding Coaching

Executive Development



Mission

As external coaches, we support leaders (coachees) at the executive and senior management level in preparing for their new roles in organisations. We accompany individuals who wish to accelerate their onboarding process resulting in faster personal effectiveness in their new positions.

Timing of the Onboarding Coaching

▪ Our Onboarding Coaching is designed to support leaders through a carefully defined coaching process during the critical integration phase as they take on new positions, often in connection with a job transition, promotion, ongoing reorganization, or M&A transaction.

Goals

- Empower the coachee to effectively assume their new position, rapidly gain acceptance, and quickly grow into the defined role.
- Targeted use of reflection-inducing tools to secure personal positioning within the leadership team and among key stakeholders, identify obstacles, defuse potential conflict situations early on, and outline critical success factors in the new role.
- Acquisition of new options for action through coaching the leader in the process of finding solutions for better coping with critical leadership, stakeholder, or change situations.

Benefits

For the Employer

- Shorter "Time to Performance" for the coachee thanks to targeted external support
- Increase in business success through more effective, efficient, and impactful leadership
- Reduction of direct and indirect costs resulting from avoidable failure and early turnover of key personnel
- Better alignment between demonstrated leadership behaviour and the organizational culture
- Positive employer branding in a competitive labour market, boosting motivation and long-term retention of key personnel and high performers by expressing appreciation and recognition

For the Leader

- Expansion and strengthening of critical leadership and behavioural competencies
- Engagement with the substantive and cultural differences between the old and new roles, clarification of the new role and the expectations by which the leader will be measured in the future
- Creating clarity about what one stands for, how to gain acceptance in the organization, and how to engage key personnel in the company
- Enhanced performance due to increased leadership effectiveness and efficiency
- Avoidance of significant misjudgements and associated dissatisfaction
- Neutral feedback from the coach as a sparring partner

Characteristics

Method

- Tailored coaching support based on the individual requirements of the leader and the employer within the context of the specific challenges and expectations of the organization
- Focus on selected, critical topics from the leader's everyday business
- Use of proven intervention techniques
- Targeted "learning nuggets" as additional stimuli on topics such as situational leadership, mobilization of employees, leadership efficiency, personal presence, change management, conversation and negotiation techniques, conflict management, and audience-specific communication
- Involvement of specialists for selected topics
- Joint definition of the path to achieving defined, concrete goals, with the coach taking responsibility for the process and the leader taking responsibility for the goals, definition, and implementation of the agreed measures

Duration and Location

- Typically, ten coaching sessions conducted over a period of three to six months
- Situation-specific determination / adaptation of the frequency of coaching sessions
- High availability of the coach for important ad hoc questions, even outside the defined coaching sessions
- Coaching sessions conducted in the offices of xcg or remotely

Professional Team

- The leaders involved are accompanied by experienced xcg coaches who have relevant academic education and extensive professional and leadership experience in line and consulting positions
- Typically, our coaches are already well acquainted with the client's corporate culture and situation through close collaboration

Utilization of Insights from the Assessment

- Building on the results and conclusions of an executive assessment or development assessment conducted beforehand, previously discussed development recommendations are optimally utilized and further specified

Process

Coaching Agreement and Contracting

- Identification and analysis of customer needs to align coaching topics and goals with the employer and the concerned leader
- Determination of coaching focus areas and goals with the coachee
- Final alignment of coaching focus areas, goals, and action priorities between coach, leader, and employer
- Proposal and coaching agreement



Realization der Coaching Sessions

- Development of the coaching roadmap with the coachee
- Conducting coaching sessions using proven methods and tools
- Preparation and follow-up of the discussions by the involved leader, transfer into everyday business with appropriate reflection
- Reviews & controlling at midpoint and upon completion of the agreed coaching sessions



Evaluation & Feedback

- Final review of conducted coaching sessions with the coachee, the responsible HR manager, and the sponsor to evaluate goal achievement
- Support in planning further actions.