



## **FAST-START 100-DAY COACHING MANAGING RISK AND MAXIMISING INITIAL IMPACT**

### ■ **WHY FAST-START 100-DAY COACHING?**

There is a high risk and significant investment in bringing in new appointments at any level into a company, but particularly at senior levels. According to research published by Harvard Business Review, over 40% of senior executives entering into a new position fail to live up to expectations. When a new hire doesn't succeed the cost can be substantial including expenditure on advertising, search, relocation, severance, senior management time, induction time, wasted growth opportunities, and so on. Other new hires just take too long to make an impact, and many new hires wrongly expect to be given 6 to 12 months to understand the business, find their feet, and work out their role. Neither situation is acceptable, and the risk of making wrong appointments, or the risk of long inductions can be reduced by the Fast-Start 100-Day Coaching programme.

### ■ **WHAT IS FAST-START 100-DAY COACHING?**

PCS's Fast-Start 100-Day Coaching provides a practical framework to reduce the risks and costs associated with a new appointment, and it aims to significantly reduce the time of induction so new hires are up and running as fast as possible. The Fast-Start 100-Day Coaching will help to identify the key expectations, challenges, 'quick wins', and establish the 'roadmaps' to accelerate the induction into the company to create confidence with senior stakeholders that expectations will be met.

In particular, Fast-Start 100-Day Coaching provides a critical momentum to get things moving, and it provides critical strategies for the following 4 areas which are fundamental to an executive's future success:

- Stakeholder Relationships
- Delivery & Operational Excellence
- Team Leadership
- Developing and Growing The Business

### ***Stakeholder Relations***

The Fast-Start 100-Day Coaching will focus on understanding line manager and senior stakeholder expectations and success measures, building personal credibility through appearance, style and speech, building partnerships and networks, planning communication strategies, political influencing strategies and cultural integration.

### ***Delivery and Operational Excellence***

The Fast-Start 100-Day Coaching will focus on accumulating knowledge, establishing base performance benchmarks, identifying 'quick wins', past problems and pitfalls, designing metrics, roadmaps, and schedules for managing tasks.

### ***Team Leadership***

The Fast-Start 100-Day Coaching will focus on assessing team strengths, weaknesses and communicating stretch goals, establishing team vision, team messages about management style, leadership philosophy, performance management, and planning motivational and culture-building strategies.

### ***Developing and Growing the Business***

The Fast-Start 100-Day Coaching will focus on establishing external benchmarks, understanding long-term growth plans and long-term success measures, identifying barriers to growth and planning communication strategies to build the confidence of senior stakeholder that growth will be achieved.

#### ■ **PROCESS:**

There are 4 stages in the process:

- **Setting Expectations:** The coach will typically have a structured interview with the line manager, and one or two other Directors to establish expectations, success measures, potential pitfalls and derailers, and areas of risk associated with the new hire which need to be managed.
- **Coaching:** Over the first 100 days the coach will typically meet every 2 weeks (6 times over 3 months for 1 or 2 hours) with possible phone and email contact in between meetings. The coaching process will produce a number of 'roadmaps' to steer future strategies, and make extensive use of scorecards to monitor progress.
- **Review:** After 100 days a 360 review will be conducted with line manager, relevant peers, and some direct reports to assess progress, the success of the integration into the business, and feedback on what might be changed or improved.
- **Strategy for Sustaining Success:** The coach will then develop a strategy for sustaining success and how to build on the first 100 days.