



## **Case Study: A Leadership Onboarding Solution**



### **Executive Summary**

A successful company made up of a diverse collection of off-priced retail store chains in North America, including TJ Maxx, Marshall's, Winner's, Bob's, AJ Wright and Home Goods. TJX is an organization with long-tenured leaders, often promoted from within.

### **Business Challenge**

As the company continues to grow, mature and acquire new retail chains the type of leaders has evolved. The succession plan clearly spoke to the need to develop and recruit a new type of leader. Bringing senior leaders from the outside, particularly in a merchandising role, is very challenging for both the new leader and the organization, often taking up to two years to complete the transitioning process. To meet the demands of their changing business, a consistent process that surfaces the culture quickly, and engages the HR Partner, Hiring Manager in supporting the new leaders' success was critical.

### **How Connect the Dots Helped**

TJX came to Connect the Dots after an exhaustive search to create a transitioning process. The key elements of the process are:

- ♦ six month process that begins at offer acceptance
- ♦ a customized *Building Connections* tool with links to *RoadMaps* and learning sites
- ♦ led by the HR Partner with clear roles for the Hiring Manager and New Leader
- ♦ tools for surfacing and discussing the TJX culture
- ♦ use of *Are You Connected?* feedback surveys

### **Value Delivered**

TJX now has a transitioning process for new leaders (both internal and external) that enables them to have a clear understanding of both the organization and their role. In addition the process gives TJX a vehicle to take the mystery out of successfully transitioning into the company. The process has proven to increase new leader retention, as well as their speed to performance. In addition, the hiring and promoting less tenured associates is also more successful, enabling TJX to address its succession planning needs.





## **Case Study:** The Impact of Feedback



### **Executive Summary**

Once TJX had implemented its leadership onboarding process they saw the need and benefit of adding the third key component of a successful leadership onboarding process—providing the new leader with actionable feedback.

### **Business Challenge**

Collect and deliver feedback to transitioning leaders in a culture that is very nice and can be uncomfortable with feedback. The HR leaders knew that transitioning leaders needed feedback to be successful in the complex culture. However, there was not a consistent methodology to gather and deliver the feedback. In addition the HR team did not have the expertise to determine the appropriate behaviors to measure

### **How Connect the Dots Helped**

Connect the Dot's *Are You Connected?*<sup>®</sup> early feedback tool was a natural extension of TJX's leadership onboarding process. *Are You Connected?*<sup>®</sup> is a web-based, multi-rater survey that collects both quantitative and qualitative feedback. *Are You Connected?*<sup>®</sup> captures data as to how stakeholders experience and observe the new leader during his/her first 60 days. *Are You Connected?*<sup>®</sup> measures 24 leader onboarding behaviors by using a 7 point scale and giving the stakeholders the opportunity to provide comments to explain their ratings. Connect the Dots and TX HR Partners customized the survey process to meet the organizations needs.

### **Value Delivered**

The *Are You Connected?*<sup>®</sup> survey results and action planning resources provided HR partners with the data-based feedback needed to give transitioning leaders a clear view of where they are hitting and missing the mark. Over eighty (80) top leaders at TJX have received feedback via this survey and have made the appropriate changes for their success in their new roles. The impact for TJX of this process is the avoidable turnover or derailment of several key leaders.

*"...without the *Are You Connected?* survey, we would have **lost** key new leaders".*

*--VP Executive Development, TJX Companies*



## **Case Study:** Leadership Onboarding Coaching and Feedback



### **Executive Summary**

Audi of America, the luxury brand of VW is an established automobile manufacturer in the US. Its headquarters and top leaders are in Germany. The organization fills open leadership roles with both internal candidates from Germany, as well as American leaders from competitors. The multi-cultural leadership team presents unique challenges for leaders joining the company.

### **Business Challenge**

The HR leadership team was struggling to retain new leaders that were being hired into a specific role. The hard and soft cost of turnover was becoming obvious and painful. The culture of the organization is very strong and expects new leaders to “hit the ground running” and produce very quickly—without support or feedback.

The HR team knew the turnover would continue if something was not done to support the new leaders.

### **How Connect the Dots Helped**

The Organizational Development (OD) group of VW corporate contacted Connect the Dots to understand how we could address the challenge. We worked together to implement our leadership coaching onboarding model. To accommodate the Audi culture, we coached the OD partner, as he coached the new COO. In addition, the Are You Connected? early feedback survey was used to provide the COO with data regarding how his stakeholders experienced him in his first 90 days.

### **Value Delivered**

The leader onboarding coaching model provided both the new leader and OD Partner with the tools and resources at the right time throughout the onboarding time period. Connect the Dots advised the OD partner on which resources to use, how to deliver messages and tools and when and how to “pull in” the hiring manager. The Are You Connected? survey provided the COO with valuable feedback about how successful his stakeholders perceive him to be. Connect the Dots Consulting coached OD partner on delivering the feedback and coaching.



## **Case Study:** A Leadership Onboarding Systemic Solution



**CardinalHealth**

### **Executive Summary**

Cardinal Health is ranked number 19 on the *Fortune* magazine's list of the 500 largest US corporations. With \$87 billion in annual revenue and over 40,000 employees, they provide health care services and products to thousands of hospitals, physicians' offices and pharmacies world-wide. Finding and retaining top leadership talent in a competitive workforce environment was a significant task for the organization.

### **The Business Challenge**

Cardinal demanded its leaders to be able to understand and navigate its complex structure, processes, and culture. Leaders had to be able to make critical decisions quickly and accurately in order to support the ever-changing demands of the businesses. New leaders were especially vulnerable to missteps and mistakes that often led to failure if not corrected early. There was no formal support system to integrate these new leaders and get them up to speed so that they could contribute quickly to the business for which they were hired.

The Cardinal Health Human Resources team needed to respond by created an onboarding process that provided an "even playing field" of information, relationship-building and feedback for these new leaders.

### **How Connect the Dots Helped**

The HR leadership team knew that they needed to create a systemic onboarding process so that their HR Business Partners could facilitate the process for their new leaders and the hiring managers in their business units.

Connect the Dots worked with the senior leaders and the HR leadership team to create a four-month structured onboarding process. We customized our web-based tool for the HR Business Partners to use for managing their new leaders through the process. It delivered all the action items and supporting resources in a just-in-time manner using *RoadMaps* and a *90 Day Onboarding Plan*.

### **Value Delivered**

Following a consistent process with clearly articulated roles and responsibilities provides each leader with the Knowledge, Relationships and Feedback critical for success. This allows the new VPs at Cardinal Health to decrease their time to effective performance. New leadership team members have a clear set of objectives, an understanding of the complex Cardinal culture, and had the ability to give and receive feedback throughout their onboarding process.

Additionally, it allows the HR Business Partners to easily manage the onboarding of their new leaders with the supporting tools in a central location. They can integrate the onboarding activities into their regularly scheduled meetings and interactions with the leaders so that the process is not difficult to carry out. This early interaction creates a stronger relationship, faster for the HR Business Partner and his/her new leaders.

