

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 who were being hired into a specific role. The hard and soft costs of turnover were 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 these new leaders.

How Connect the Dots Helped

The Organizational Development (OD) group of Audi of America 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 critical data regarding as to how his stakeholders experienced him during 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 include the hiring manager. The *Are You Connected?* survey provided the COO with valuable feedback about how successful his stakeholders perceived him to be. Connect the Dots Consulting coached the OD partner on delivering the feedback and coaching.