

connect
the dots



CardinalHealth Case Study



Case Study for

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. They are one of the largest pharmaceutical and medical products distributors in the world. Since its founding in 1971, Cardinal Health has grown at a staggering rate, mostly through acquisition. The aggressive strategy has created success for its shareholders, employees and customers, but also created challenges for its leadership team. Finding and retaining top leadership talent in a competitive workforce environment was a significant task for the organization.

The Business Challenge

Cardinal Health is a fast-growing organization that 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. New leaders, depending on their roles, experienced unique onboarding, or transitioning periods, with mixed results. Some were fortunate to have engaged Human Resources business partners and actively involved hiring managers, while others were left to a "sink or swim" approach.

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. The first leaders to use this new process were all Vice Presidents and above hired into the corporate office in Dublin, Ohio.

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.

The solution focused on following key points:

- ♦ a consistent experience for all new leaders with emphasis in integrating into a complex culture while learning



- ♦ a process led by human resources business partners with strong partnership from both the hiring managers and new leaders

- ♦ a process that gave the leaders:
 - critical knowledge of Cardinal Health, their business units, and their individual roles
 - a strategy to build key relationships with various business leaders in order to deliver business results
 - feedback about how they are being perceived by their teams, boss and peers as they transitioned into their new roles

Connect the Dots worked with the senior leaders and the HR leadership team to create a four-month process that begins with a PreStart phase (that starts upon acceptance of the job) to a Process Completion phase that enables the new leaders to transition to Cardinal Health's performance management and leadership development processes. We built a 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.



Conditions for Success in Leadership Onboarding

Condition for Success	Cardinal's Solution
<ul style="list-style-type: none">• Clear objective for onboarding	Provide structured experience for new leaders to learn culture, role and reduce time to effective performance
<ul style="list-style-type: none">• Audience(s) for process	VP and above
<ul style="list-style-type: none">• Clearly defined roles for process participants	HR-led, Hiring Manager support determined by HR
<ul style="list-style-type: none">• Capacity to implement	HRBP's well-qualified and positioned
<ul style="list-style-type: none">• Strategic Communication/Implementation Plan	Implemented through HR Executive Committee
<ul style="list-style-type: none">• Participant Buy-in	Pilot population of HRBP's and new leaders
<ul style="list-style-type: none">• Structured, yet flexible solution	Web-based process with roadmaps and supporting resources in a one place
<ul style="list-style-type: none">• Metrics	Speed to performance