



IN THIS EDITION

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EDITORIAL

As summer draws to an end, SSA releases a new edition of its e-newsletter to boost your thoughts.

Getting a promotion or starting a new job does not automatically lead to success. The ever-increasingly competitive business environment and leaders who do not have enough time to coach their new recruits to help them develop hinder newcomers' integration and their achieving cruising speed.

In this e-newsletter, we ask ourselves if the start of a new job is experienced as a honeymoon or as an ordeal within our organizations. This question that needs to be asked, as well as reflecting on the support and guidance provided to new managers, is key to taking necessary action to increase the success rate of newly appointed managers.

As we are about to experience labour shortage, all efforts must be deployed to ensure adequate and targeted coaching to help increase the "survival rate" of new managers and maximize their own and their team's success rate.

I hope reading this text will help you make certain observations and inspire you to take concrete measures for yourself and your team members.

Enjoy!

Isabelle Côté,
President



STARTING A NEW JOB: HONEYMOON OR ORDEAL?

Starting a new job, whether a promotion or for a new employer, can turn out to be difficult. It is usually considered a grace period when a new manager has time to make up his or her own mind about the situation and determine the challenges to be taken on.

In practice, a wide consensus exists over the enormous pressure that new managers must cope with in order to perform, often without the necessary support and guidance.

These managers are watched even more closely by their new team and superiors who expect to receive—almost immediately—clear instructions and a motivating, key action plan, as well as short-and long-term strategies. Consequently, this "honeymoon" can sometimes feel more like an ordeal.

In fact, research reveals that less than a year or two after their hiring, 30 to 40% of new managers quit, are fired or underperform. The impact of such situations is enormous for both managers and employers alike.

What reasons explain such a high failure rate?

In today's business world, we only too often note that organizations don't place sufficient importance on supporting new employees to ensure optimal integration and maximize success rates.

Left to themselves, they can have problems adjusting to the corporate

culture of their new company or team or yet fostering relationships necessary to their success.

Executive coaching

Senior management aware of this fact provides recruits with executive coaching to give better guidance, help them develop adequately, and thus ensure their success, as well as that of their team. Moreover, a solid executive coaching program should help establish the credibility of new managers, promote their expertise, and make provision for meetings with key stakeholders. And so the important phase for developing relationships with different colleagues is facilitated and new managers are able to focus more quickly on mandates for which they were hired, while broadening their knowledge of the company and becoming familiar with the corporate culture.

How does executive coaching work?

Executive coaching is a process that allows new managers to become contributors more quickly and efficiently, while reducing the risks of failure during their transition into their new role. A coach can be assigned to help and support the new employee. Together, they define a structured program identifying the actions required to learn about key aspects of the organization within a reasonable timeline. New managers receive detailed comments from various sources and, with their coach, develop strategies, alternative solutions, and tactics to address specific objectives and issues.

OUR NEXT E-NEWSLETTER:

Do you realize the importance and resilience capacity of your company or team?

Faced with the same problem, two persons may react very differently, sometimes by adopting attitudes that are totally opposite. The same goes for companies: Faced with a new risk or issue, one company's attitude could be completely different from that of its competitors and this same attitude could mean corporate success... or failure. Every organization wants to adopt the best attitude and put it into practice quickly in order to be resilient.

Does this topic concern you? Don't miss our next e-newsletter to be released in November 2011.

Would you like to share your comments on this article or previous e-bulletins?

Or suggest a topic for a future e-newsletter?

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Why should you turn to an external coach?

- ◇ Senior management has less and less time to devote to developing team members.
- ◇ Objectivity is key in coaching: Persons working with an external coach are more inclined to be honest and share their opinions, perspectives, and aspirations.
- ◇ External coaches are not perceived as a key player in an organization's political agenda. They are not required to disclose weaknesses to other company members. Consequently, they will be more easily trusted.
- ◇ External coaches can provide an objective, realistic, and innovative perspective on issues that may seem ambiguous within the organization, as well as comparative analysis criteria.

Areas of intervention

Though executive coaching is found to be effective in helping managers during their transition into a new job, it can also be very useful in other areas:

- ◇ Improving communication skills (theory and practice)
- ◇ Developing skills: Exercises, practice, and feedback
- ◇ Learning conflict resolution
- ◇ Negotiating
- ◇ Group or team coaching
- ◇ Learning emotional self-regulation
- ◇ Questioning beliefs, behaviours, and typical responses that impede a person's growth
- ◇ Clarifying objectives and vision, as well as their promotion
- ◇ Exploring and establishing more constructive relationships



Special work tools used in executive coaching

Self-monitoring
Keeping a journal
Performing comparative analysis and evaluating coaching interventions
Making direct observations
Pairing
Brainstorming and developing problem-resolution skills

SSA solutions and tools

SSA's service offer includes several components linked to executive coaching and development. In fact, SSA provides various **coaching programs** to help new leaders optimize their skills and facilitate their transition into their new role. As well, some of our flagship solutions, such as **Leadership Day** and the **Enneagram Workshop**, may well exceed your expectations as regards integrating and developing managers within your organization.

Visit our website at www.ssasolutions.com to find out more.

Conclusion

During the transition period after a new hiring, success is far from guaranteed and requirements are demanding. As mentioned previously, a newcomer's success is largely influenced by the support provided by the organization. Moreover, it is crucial to offer coaching at the right moment rather than as a last recourse when it is too late.

There lies the importance for organizations wanting to maximize their chance at success and increase the success and retention rate of their leaders to provide them with the support and tools to experience a transition as a "honeymoon" and quickly achieve their own objectives and those of their team.