

HR

PROFESSIONAL

**TRENDS
ISSUE!**

TRENDSPOTTING

HR experts
weigh in on
what to watch for

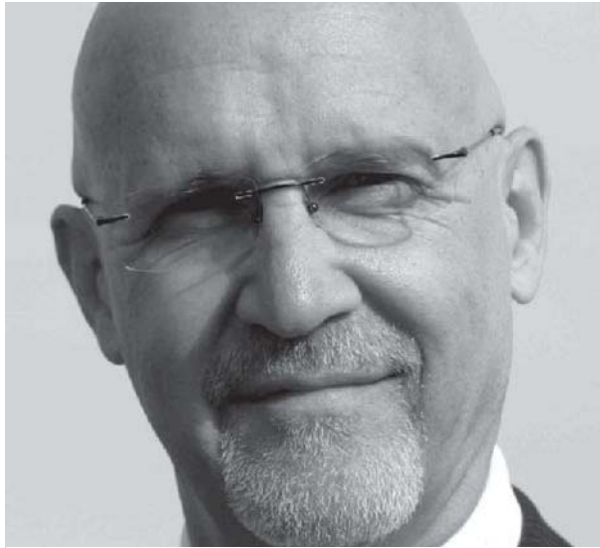
**Boom, Bust and Echo:
How demographics shape
your workforce**

**LEGAL STRATEGIES
FOR HARD TIMES**

ALSO: DIVERSITY PLANNING | COMMUNICATIONS STYLES | SEAGULL MANAGEMENT

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NAT STODDARD

Nat Stoddard, co-author of the forthcoming book *The Right Leader: Selecting Executives Who Fit*, writes about prepping incoming leaders, on page 25. He is chair of Crenshaw Associates, a New York-based consulting firm that advises on leadership development, career transition and succession.



TRAVIS BRADBERRY

Dr. Travis Bradberry is president of TalentSmart, a global consultancy dedicated to the study of individual excellence and company performance. He discusses the problem of “seagull managers” in the workplace, on page 74. He is the author of *Squawk! How to Stop Making Noise and Start Getting Results*.



ALISON AVALOS

Alison Avalos, CCP, CBP, GRP, leads total rewards projects for WorldatWork and was responsible for managing the data collection, analysis, report writing and delivery of the WorldatWork Salary Budget Survey, which she wrote about, on page 22.



PETER VAKOF

Peter Vakof, CA-IFA, CFE, a partner in the Advisory Services practice of PricewaterhouseCoopers LLP, lends his considerable expertise in investigative and forensic accounting to illustrate how organizations can use e-discovery to manage their electronic information, on page 46.

TALENT MANAGEMENT

BY NAT STODDARD AND CLAIRE WYCKOFF

LEADER ONBOARDING: CREATING A DUE-DILIGENCE LIBRARY

Although organizing and implementing the process for selecting a new leader can seem daunting to all those involved, for the HR professional, the work is just the beginning.

No one can deny that leadership is a performing art, especially at the highest level, but leaders are often asked to deliver in a flawless manner before an audience whose attitudes may range from indifferent to highly skeptical.

Over the past several years, much has been written about the value of onboarding and the tools required to help newly appointed leaders transition into their roles effectively. But what most new leaders and their advisors lack is fingertip access to the necessary facts, hard data and professional insights of the critical issues, people and structures in their new organization.

the library should cover nine information sections:

- Board and shareholders
- Enterprise scope and stats
- Human resources
- Financial
- Operations
- Marketing and sales
- Product
- Manufacturing and sourcing
- Legal, risk and IT

The creation of a due-diligence library begins with a message that the head of the selection team forwards to the executive leadership team (the new leader's direct reports), and to selected peers of the new leader, requesting them to submit copies of all relevant documents, reports and policies deemed important. A delivery date is established and specific examples of what should (and what should not) be provided is included.

Everything that is submitted must be reviewed and unnecessary items culled out and returned to the senders; this process can take several weeks to complete.

It is recommended that the materials be stored in either several tabbed binders or digital files, with an annotated table of contents that includes: a description of each document, name of the person and department responsible for it, distribution list of who receives copies, frequency and

date of publication of the document and degree of confidentiality of the document.

It is almost never too early to start the process of assembling the library. Once created, efforts should be made to keep it current so it can serve as an orientation tool for other newly hired senior executives and outside directors. **HR**

*Nat Stoddard is co-author of the forthcoming book *The Right Leader: Selecting Executives Who Fit* and chair of Crenshaw Associates. Claire Wyckoff is a former publisher at the American Management Association and an adjunct professor in NYU's Center for Publishing.*

“Over the past several years, much has been written about the value of onboarding and the tools required to help newly appointed leaders transition into their roles effectively.”

Ensuring leader success

This is where the need for a due-diligence library comes in. Assembled and maintained in a thoughtful way, it can play a critical role in facilitating the new leader's success.

This library is a purposeful collection, review and organization of relevant management and planning documents.

The specific information needed by a functional head, country leader, division president, CEO or chairperson will all be different, but, in general,