

Onboarding Coaching Case Study:

Balancing individual assimilation with need to execute culture change quickly

THE BACKGROUND

- The organization: One of the nation's most comprehensive, integrated academic health care delivery systems in the New York metropolitan area. Recognized as a leader in medical education, groundbreaking research, and innovative, patient-centered clinical care.
- The coachee: Newly Hired Chief Human Resources Officer

THE CHALLENGE

- Coachee, a tenured CHRO within the telecommunications and food services industries, faced steep industry learning curve
- Inherited a tenured and experienced human resources executive leadership team with low engagement scores
- Hired to essentially move culture from hierarchical to matrixed

THE OBJECTIVE

- Create trust early through relationship building and strategic influencing
- Balance the need to quickly execute on key strategic priorities with the need to build relationships
- Focus on creating a High Performing HR Team
- Spearhead Development of High Performing Senior Executive Team

THE SOLUTION

- Hogan assessment
- 360° interviews
- Three triad meetings – initial, midpoint, endpoint with system CEO
- Team Assimilation Meeting
- Development Planning, including activities such as role playing, industry publications, shadow coaching, team coaching
- 6-month coaching program

THE OUTCOME

- Coachee exhibited strong confidence and ability to create relationships and execute key initiatives through direct reports
- CEO sees CHRO as a strategic partner
- Coachee seen as ally and confidante to executive team peers
- Employee engagement results outstanding