



Case Study: Executive Assimilation



EmilyBermes + Associates



New-to-Role Executives Are Failing

- **Approximately 50 % of new-to-role executives fail within their first 18 months.**
- Despite an increase in costs associated with recruiting, coaching and training, **this statistic hasn't changed in the last 15 years.**
- With smaller populations; Gen X and Millennials assuming executive roles earlier in their careers, with fewer cycles of learning, **this problem will get get worse—not better—for *the next 15 years.***



Costing Businesses Time, Morale and Money

Each failed executive appointment costs the business 2x the annual salary per leader in recruiting fees, loss of productivity, morale issues, turn over and stalled business results.



Our Mission

At Emily Bermes + Associates, we partner with executives to create rock solid strategies for smooth and successful assimilation. Our solutions are:

- **Customized to each executive**
- **Data-driven and quantifiable**
- **Integrated with the larger business strategy**
- **Practical, powerful and effective**

(... and much less stressful.)



Corporate Case Study: Fortune 500 Financial Services Company



The Problem

The Fortune 500 organization was experiencing **excessive fail rates for their new officer level appointments** which was negatively impacting all aspects of the business: **results, revenue, morale, loss of business momentum and more.**



The Cause

These failures were often caused by critical early missteps in the **onboarding and assimilation process.**

The early missteps were deeply ingrained in the company's process *and* in the inability for new executive to assimilate to role in a culturally acceptable way.

The problem was consistent ***across business lines and functions.***



The Solution

Early on, we recognized there were four tools which, used in unique combination, dramatically decrease executive failure rates:

- 1. Critical Success Factor Profiles** are created for the incoming executive to speed their learning, guide their cultural assimilation and reveal a comprehensive snapshot of their function *and their teams*. This enables them to avoid costly missteps, drive the right priorities in the right way at the right time and achieve results more quickly. Custom for each role, every single time.
- 2. Critical Competencies** are then identified as *most important* in order to execute on identified expectations. Executives work on these competencies with their coach, as needed.



The Solution

3. New Leader Assimilation session quickly aligns new leaders with their teams. They clarify accountabilities, set forth expectations, uncover concerns and build an operating cadence early on.

4. Executive Coaching with a seasoned executive coach with deep expertise in executive assimilation supports the leader in their learning, assimilation and growth until they are fully integrated, totally confident, and delivering on expected results.



Our Success

This Fortune 500 organization hired us to help them decrease their increasing executive fail.

We helped them assimilate more than 20 VP and SVP executives.

ALL of them have been successful.

The organization's executive-level fail rate has dropped to 0% among those we've supported.



Business Results

Program participants gave our program an average net promoter score of **9.7/10**

Costing moved from HR to the BU cost centers *without* a reduction in participation. The ROI was clear and valued by the business - not just HR.

Assessment of *every* executive after 6-12 months was rated on track for success or higher by a direct manager.

Based on averaged salary and turnover costs, we estimate that we have saved the client conservatively **\$7 million** in two years by reducing executive failures.



Individual Case Study:

Vice President, Business Unit
Fortune 500
Financial Services



The Problem

- **A new-to-role VP was charged with a "complete turnaround" of a business unit** that was both failing, *and* known to be change resistant, making turnaround a uniquely difficult challenge.
- **Three predecessors had been charged with the same task and had failed**—leaving the team in a constant state of flux and failure for four years.
- The team was **demoralized, skeptical and change weary**.
- We were hired to help this executive **successfully assimilate into this new role** and to provide him with the tools necessary **to fix what had long been broken**.



Assimilation Strategy

In partnership with this VP, we created a fully customized, seven-pronged solution to:

1. **Strengthen the team** via promotion of talented individuals and importing talent from outside the group to drive an improvement in thinking.
2. **Create rigor in process-oriented thinking** through the use of discipline, role-clarity, and data-driven decision-making (including review of complaints and incident data).
3. **Stay true to priorities** and keep focus on the customer (which served to reinforce the value of focusing on the right things).



Assimilation Strategy

4. **Repair relationships** with Field and Marketing teams by personally visiting with leaders and building a sense of shared purpose.
5. **Get laser-focused** on implementing ~40 of ~70 initiatives previously identified and launched to ensure forward momentum.
6. **Re-organize** to provide more logical structure to organization by aligning with customer lifecycle.
7. **Fill critical roles quickly** to ensure continuity in operations and create a culture of “abundance of ownership.”



Improved Mission Critical Outcomes

Through partnering with this executive, we were able to vastly improve mission critical results including:

- **Reducing the complaint rate:** Rates decreased ~47% per 1K transactions in 10 months (ahead of schedule by 4 months). **We reversed a 16 month rising month-over-month trend.**
- **Improving the brand promise:** Improved call response time by 10 points and reduced volatility.
- **Reducing critical system incidents:** Decreased by 80% within 8 months in role.
- **Addressing the customer service experience:** Launched holistic customer experience initiative in May and September within 6 months of taking office and establishing process.
- **Increasing innovations:** All of which were accomplished without disrupting daily operations (no spike in incidents).



After 12 months:

- Team morale improved dramatically
- Expected business results were delivered in less time than expected
- The leader gained confidence in a role he found truly rewarding
- Function went from a “complete turn-around” challenge to a J. D. Power & Associates 2nd place awardee in 2017



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*As seen in: Fast Company, HR Leader Magazines.
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