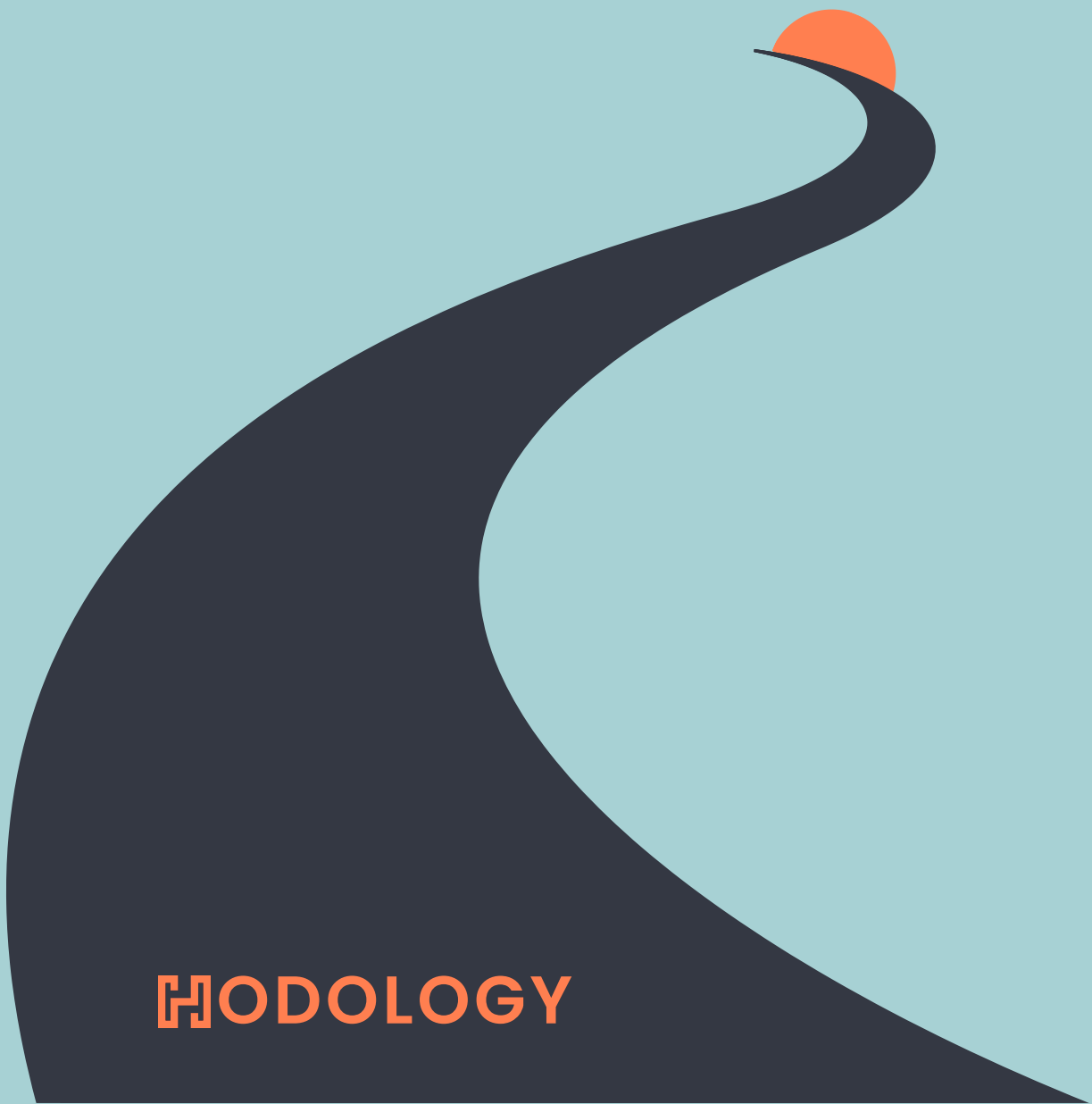




BEYOND ONBOARDING



HODOLOGY



HI, I'M LIBBY

Hello, I'm Libby Vincent, Founder of Hodology and our Chief Special Adviser. I've spent over a decade as a corporate change consultant, and now I am on a mission to help more women love leadership.

I've experienced first-hand the unique challenges women face in the business world, particularly when navigating career transitions. From my vantage point as an M&A consultant I saw that the weakest point in the talent pipeline are the joins. My goal with Hodology is to find out why and how to fix it.

I wrote this eBook for women moving into an executive role. It includes an introduction to the Hodology compass and how it helps avoid the pitfalls of your first 100 days. The guidance included here is tried and tested, practical, and evidence-based. I draw on my experiences in corporate, working with our Hodology clients and the latest in behavioural science.

I encourage you to start by skimming to find what you need. You can explore the strategies and complete the worksheets in any order. Take what you need to step into your potential.

CONTENTS

WHY ONBOARDING ISN'T ENOUGH

Why too often we approach change without a plan and why onboarding isn't enough.

PERSONAL CHANGE MANAGEMENT

Why taking control of your journey is the only way to guarantee your success.

THE HODOLOGY COMPASS

The proprietary framework at the heart of our change management approach.

INTEGRATION GUIDES AND WORKSHEETS

Explore how to integration who you are, your unique strengths and values, with the operations and culture of your new organisation.





WHY ONBOARDING ISN'T ENOUGH

Change breaks trust. When people experience change beyond their control, they lose the comfortable predictability they've come to rely on. Even small changes can feel unpleasant. Welcoming a new leader is a big change, so try not to take their concerns personally. As a new leader, your task is to build trust. Which is why onboarding isn't enough.

Typical onboarding programs tend to focus on the operational aspects of the change. While these are undeniably important, they fail to address the more complex dynamics that build your relevance, influence and credibility. Which when we get down to it are all just different ways of saying trust.

How about this? Instead of seeing your first 100 days as a race to an elusive 'fitting in' finish line, think of it as drawing back together what your arrival pushed apart.

Instead of a crash course in your responsibilities and how to deliver on them, we think of it as an introduction to what others can expect from you.

Instead of approaching a new job in the same way as we did in our early careers, as leaders, we need an approach built especially for the complexity and dynamic nature of building trust at scale.

INTEGRATION SETS YOU UP FOR SUCCESS

There's no better way of making a great first impression than taking charge of your integration. Plus, owning how you set yourself up for success sets you on a journey of self-awareness, helping you align your values, skills, and ambitions with your new role. Every new role is an opportunity to become the leader you were always meant to be. Embrace it!

Plus, being strategic helps you to side step the potential pitfalls. The choices you make in your first 100 days will largely determine the length of your tenure. Add to this that around half of all leadership successions fail in the first 18 months, and you have all the motivation you need to watch where you step.

Great! What's the catch? Integration is harder than simply onboarding. You don't just need to figure out how you fit in but to convince others that you are the right person at the right time for the future of your new organisation.

You need a clear plan for using your skills to help the organisation reach its goals. You need to demonstrate that you are motivated and passionate about the work and committed to making a positive impact. You also need to be able to communicate your skills and experience to the organisation effectively.

If you think that sounds like a lot for one person to coordinate, you're right.

HOW HODOLOGY HELPS

As an executive transition consultant, I specialise in assisting leaders, often at the senior or executive level, as they move into new roles or navigate significant organisational changes.

I work with women, not because we require additional support but because much of the relevant guidance has yet to make it into the best-selling books on the subject.

Because let's face it, most business books are written for most leaders, and right now, that isn't us. Being evidence-based is a top priority for me and my clients, and I do the reading, so you don't have to.

I have created tools and frameworks to provide a blend of consulting, advisory services, and strategic planning. Our work might involve:

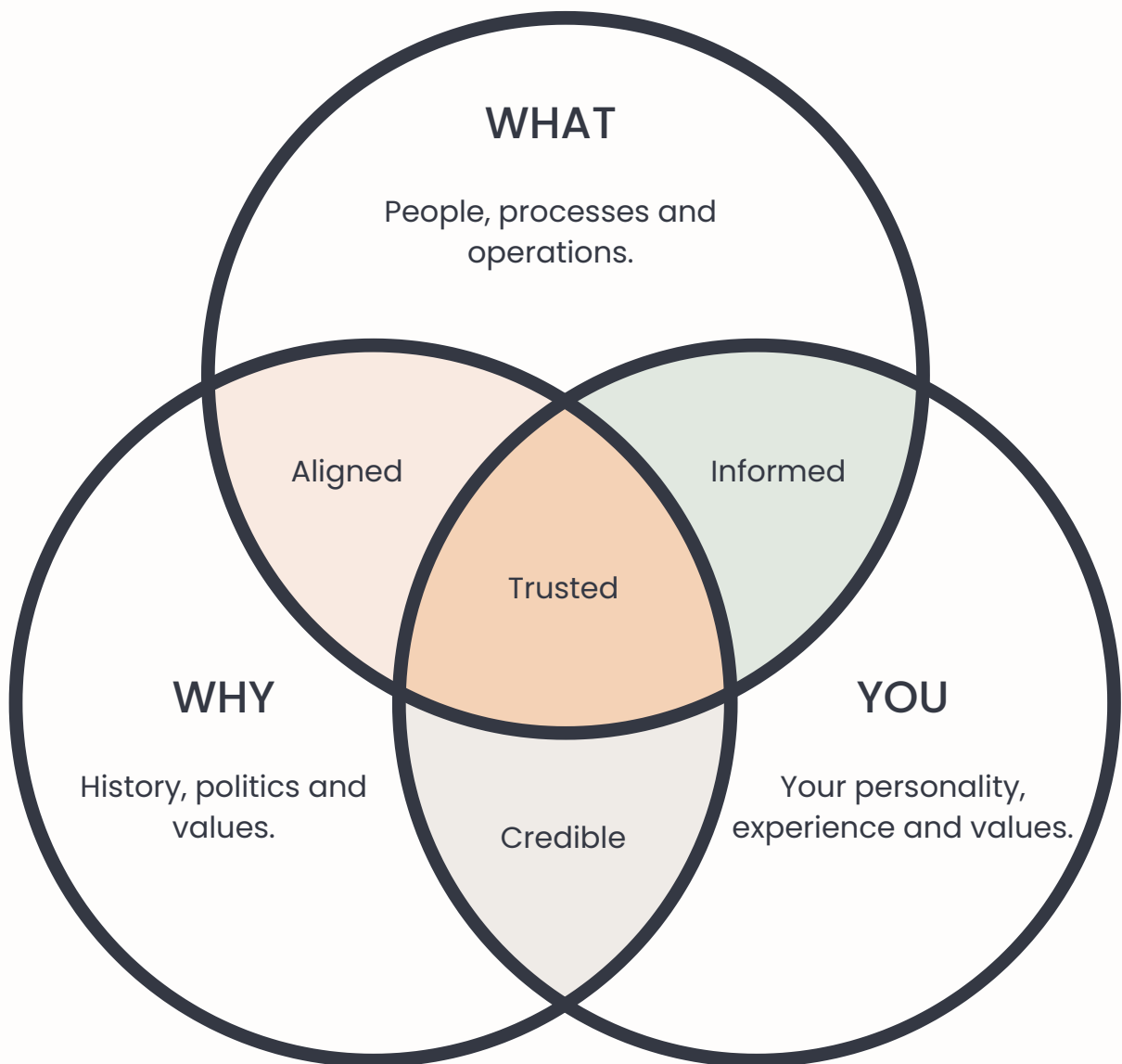
Onboarding and Integration: Crafting a 100-day action plan to manage the critical first months in a new role.

Political Insights: Guiding on navigating the political landscape in the boardroom and beyond.

Leadership Development: Demystifying the responsibilities and opportunities of moving up a level, including how to set and maintain sustainable boundaries.

DIAGRAM 1: THE HODOLOGY COMPASS

I created the Hodology compass to represent the interplay of three spheres of influence. It is a powerful visual tool for both planning your integration strategy and diagnosing areas of incomplete integration.



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BEING INFORMED MEANS INTEGRATING 'WHAT' AND 'YOU'

Misalignment means you carry the burden of interpretation or your decisions are just guesses.

You'll be swamped with data - names, figures, systems, processes, and the list goes on. But in the wrong format, without context or helpful interpretation, these raw facts lack the meaning necessary to help you understand. Too often we accept what we are given for fear of being perceived difficult, ill-informed or inexperienced.

As well as the obvious risk of not knowing what's what, the task of sifting through mountains of data to find the essential nuggets of information is not only taxing but could keep you from focusing on your strategic responsibilities.

Alignment means the way you understand things informs how the organisation shares things with you.

You need to ask for information and interpretation. Whether that's a diagram instead of text, or a description instead of a spreadsheet. You need data that has been organised, interpreted, and given a meaning that transforms it into actionable knowledge.

Try to be specific about what you need - a scrappy hand-drawn chart is better than a thousand emails. Lean on your team for interpretations, they will appreciate your interest and asking smart questions should allay any fear of you looking foolish. Most of all, don't be afraid to ask for something different or completely new, there's an analyst out there dying to know that you care.

CHECKLIST 1: BASIC ORIENTATION INFORMATION

Use this list to track which documents exist, which need to be created and whether or not they help you understand more about the business.

Have it.	Need it.	Understand it.	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	COMPANY VALUES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	COMPANY HISTORY
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OPERATING MODEL
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY STAKEHOLDERS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	COMPETITIVE LANDSCAPE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FINANCIAL PERFORMANCE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	INDUSTRY EVENT SCHEDULE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STRATEGIES AND INITIATIVES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ORGANISATIONAL STRUCTURE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PROCESSES AND OPERATIONS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL LEGAL FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	EMPLOYEE POLICIES AND BENEFITS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FUNDING / REPORTING DEADLINES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL POLITICAL FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TECHNOLOGY AND SYSTEMS USED
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL ECONOMIC FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	COMMUNICATIONS AND PR STRATEGY
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PARTNER AND VENDOR RELATIONSHIPS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL CULTURAL FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL SUSTAINABILITY FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	KEY EXTERNAL TECHNOLOGICAL FACTORS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	INDUSTRY REGULATIONS AND COMPLIANCE
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CAREER HISTORIES FOR KEY TEAM MEMBERS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	COMPANY MISSION, VISION AND STRATEGIES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	EMERGENCY AND CRISIS MANAGEMENT PROTOCOLS



BEING ALIGNED MEANS INTEGRATING 'WHAT' AND 'WHY'

Misalignment means politics painting a false picture of performance or failed initiatives.

In a bustling kitchen, every cook adds their own flair to the dish. It's the same in an organisation - information can be subtly tweaked, reinterpreted, or even misconstrued as it passes through various hands. As the new player, this presents a significant challenge; you need the unvarnished truth to make informed decisions, and too many intermediaries can muddy the waters.

Even initiatives based on good information can fail if not culturally aligned. A lack of cultural sensitivity can lead to communication breakdowns, misunderstandings, and resistance.

Alignment of 'Why' and 'What' means your decisions are inline with what really matters to people.

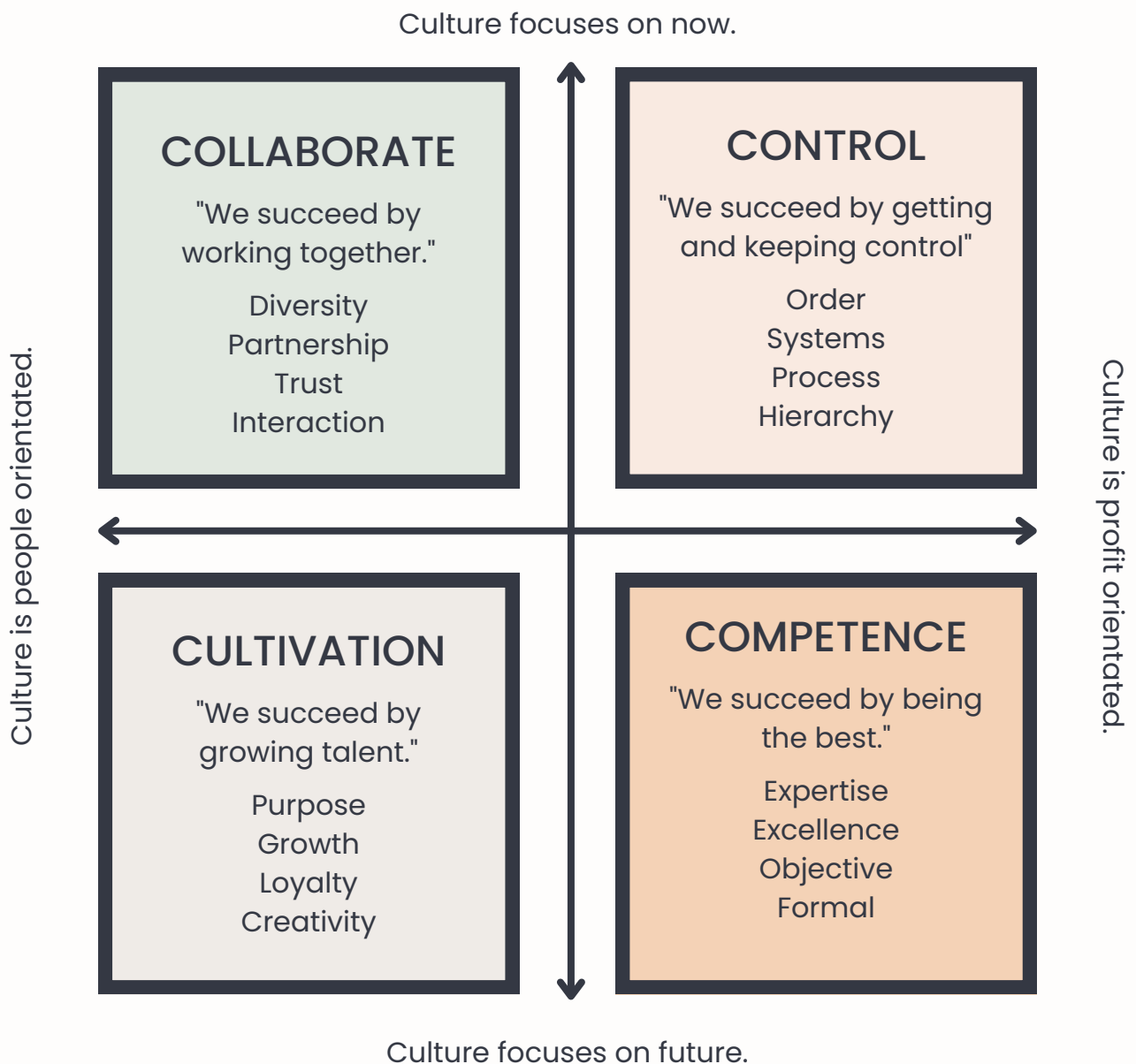
To get the most accurate picture, it's essential that you understand the culture and politics of your new organisation.

To get to grips with the culture understand the history and stories of your new business. Try to understand how information flows through official and unofficial channels. Get 'back to the floor'. There's no substitute for direct interaction with your team.

As for politics. Politics isn't just bad actors doing sneaky things. Politics is how decisions are made, and it's important that you're a part of it.

DIAGRAM 2: SCHNEIDER CULTURE MODEL

Use this diagram as part of your introduction conversations. Encourage your new colleagues to use this model to describe your organisation's culture.





BEING CREDIBLE MEANS INTEGRATING 'WHY' AND 'YOU'

Misalignment means not bringing your best self to all that you do, or being misunderstood.

Being misidentified at work can be a deeply isolating experience. It creates a sense of disconnection, as if you're a round peg being forced into a square hole when deep down you're a round peg too.

When your true identity, values, and capabilities aren't recognised, it not only impacts your sense of belonging but also your capacity to contribute effectively. So it's important to find a way to let your new colleagues who you really are. Authenticity is a privilege and no one is suggesting you post your high-school diary to the intranet. But strategic vulnerability can help to build connections on your terms.

Alignment means your personal values align with those of your organisation and peers.

Three words; simplicity, consistency, ubiquity. Establishing your personal brand is like painting a portrait of yourself. At first, you start with broad strokes to capture the overall shape and structure. Decide on what that simplified message is and share it across as many channels as possible as often as possible. For example, people will notice the order in which you meet people so why not use it to say something about who you are.

Deciding what not to share is equally as important. Written boundaries are a gift to your future self. Setting flexible boundaries can help you to balance ambition with self-preservation.

CHECKLIST 2: NETWORKING STRATEGY

Whether intentional or not, the order in which you meet people, where, when, how and what you discuss all say something. So why not be intentional about it?

W H O

- Vertical line reporting
- Horizontal line peers
- Internal influencers
- External influencers
- Existing Customers
- Potential Customers
- DEI Groups
- Shareholders
- Board members
- Media / Press

W H E N

- Scheduled one-on-one
- Informal social gatherings
- Company-wide meetings
- Early morning
- Out of Hours
- Over lunch
- Small groups

W H E R E

- In the office
- Online
- Over Coffee
- Over Lunch
- Networking events
- Conferences/Seminars
- Team building activities

H O W

- Casual conversation
- Professional workshops
- Collaboration on projects
- Knowledge sharing
- Structured interview
- Email
- Ask Me Anything Session

W H A T

- Industry trends and news
- Shared interests
- Personal and professional development
- Current and future projects
- Company culture

CHECKLIST 3: PERSONAL BRANDING CHANNELS

Simplicity, consistency and ubiquity. How many of these channels are you using to broadcast your personal brand? Everything has the potential to say something.

- | | |
|---|--|
| <input type="checkbox"/> Corporate headshots | <input type="checkbox"/> Social media presence |
| <input type="checkbox"/> Informal headshots/selfies | <input type="checkbox"/> Industry presence |
| <input type="checkbox"/> Lifestyle images | <input type="checkbox"/> Onboarding schedule |
| <input type="checkbox"/> Email signature | <input type="checkbox"/> DEI commitments |
| <input type="checkbox"/> Comms strategy | <input type="checkbox"/> Initiatives |
| <input type="checkbox"/> Personal stories | <input type="checkbox"/> Professional Awards |
| <input type="checkbox"/> Career biography | <input type="checkbox"/> Networking Style |
| <input type="checkbox"/> Succession announcement | <input type="checkbox"/> Mentorship Initiatives |
| <input type="checkbox"/> Working hours/location | <input type="checkbox"/> Volunteering Activities |
| <input type="checkbox"/> Availability | <input type="checkbox"/> Speaking Engagements |
| <input type="checkbox"/> Thought Leadership Pieces | <input type="checkbox"/> Social Impact Initiatives |
| <input type="checkbox"/> Professional Development | <input type="checkbox"/> Hobbies and Interests |
| <input type="checkbox"/> Leadership Style | <input type="checkbox"/> Media Interviews |
| <input type="checkbox"/> Unique Skills/Abilities | <input type="checkbox"/> Collaboration Projects |
| <input type="checkbox"/> Personal Blog/Website | <input type="checkbox"/> Signature Dress Style |
| <input type="checkbox"/> Online Portfolio | <input type="checkbox"/> Trade Associations |
| <input type="checkbox"/> Digital Business Cards | <input type="checkbox"/> Alumni Connections |
| <input type="checkbox"/> Podcast Appearances | <input type="checkbox"/> Personalised Stationery |
| <input type="checkbox"/> Testimonials/Endorsements | <input type="checkbox"/> Personal Motto or Tagline |
| <input type="checkbox"/> Philanthropic Activities | <input type="checkbox"/> Personalised Workspace |
- (both physical and digital)

CHECKLIST 3: RAG BOUNDARIES

Writing down your boundaries makes them harder to compromise. Know which are unbreakable and which can be bent. For those that are flexible, know how far you will allow them to be stretched before they are broken.

CATEGORY	RED - Never to be broken	AMBER - needs to stop	GREEN - is go!
Time	I won't respond to emails at the weekend	I will work past 6 pm twice a week	Starting early isn't an issue.
Physical	I won't hug colleagues.	I will cancel gym plans once a week.	Hotdesking isn't an issue.
Emotional			
Intellectual			
Digital			
Financial			
Social			
Ethics			
Workplace			
Family			



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