



EXECUTIVE ONBOARDING GUIDE

10 steps towards achieving success in your new executive position



Foreword

The contract has been signed, you've popped a champagne cork and you've shared your new executive position on LinkedIn. Things are about as good as they can get.

But if you want to keep this new job, it is essential that you understand what it takes to achieve success in your new role and organisation.

Despite this, many executives underestimate the importance of a professional and structured onboarding process. Some find this out the hard way, when they fail in their new position before the first 100 days have even passed. This happening to you would have a serious negative impact on your career record.

If, on the other hand, you take responsibility for your own onboarding, put together a plan and make optimal use of the start-up phase, you will find it easier to get through this initial critical period.

My team of executive counsellors and myself have all been in your current situation; and not just once either. This is why we also understand how complex the exciting task that you currently face can be.

In this guide, we have compiled our top 10 tips for people like you as you head into a new executive position.

This is our step-by-step guide to onboarding that starts long before you even first set foot in your new company and that only ends when you have made a safe take-off.

I hope that our experiences and specific advice will be of benefit to you.

We hope you enjoy the guide.

Contents

STEP 1: Gather data	page 4	STEP 7: Formulate your vision statement	page 18
STEP 2: Perform your due diligence	page 6	STEP 8: Create a communication plan	page 20
STEP 3: Spotlight your management challenge	page 9	STEP 9: Clarify your personal values	page 23
STEP 4: Know your management team	page 11	STEP 10: Start working on your strategic plan	page 25
STEP 5: Get to know the company culture	page 13	CHECKLIST Overall summary with space for your own notes	page 27
STEP 6: Listen both internally and externally	page 16	ABOUT AS3 EXECUTIVE Services and contact	page 30

STEP 1

Gather data

Your first important task is to seek out knowledge about your new organisation and make sure that the right data is at your disposal. You can potentially cause more problems than you solve if you make the mistake of jumping directly into "solution mode" before you have a thorough understanding of your new organisation's challenges, potential and key figures.

You need data to create insights that enable you to ask the right questions, perform a due diligence and initiate the necessary corrections or changes within the company.

Start by making sure that you really understand the company's governance, reporting lines and culture. Find out which are the important meeting forums and request access to recent minutes of executive and board meetings.

Your executive secretary or PA is an important ally who can help you to access key data and information such as:

- Annual accounts, budget and forecast
- Strategy and action plans
- Minutes of board meetings
- Customer data (profiles, segments, development, satisfaction, loyalty)
- Employee data (composition, satisfaction, turnover, seniority, ongoing HR cases)
- Partners and suppliers
- Contracts and deliveries
- Reporting on important projects



Set aside plenty of time to review the data and note down your questions, reflections and ideas along the way. This will be useful when you need to prepare your due diligence (step 2) and also later on, when the time comes to start your strategy plan (step 10). Data is the way into the company's engine room, and it is important that you understand this.



ACTION CARD

1. Ally yourself with the executive secretary/PA
2. Familiarise yourself with the reporting culture
3. Get an understanding of the annual cycle and meeting forums
4. Gather relevant data
5. Write down questions and considerations for later use.

STEP 2

Perform your due diligence

Once you have gathered the data you require, you now need to do your due diligence. Due diligence is all about understanding and minimising the various risks associated with your new role and the organisation. You need to have an awareness of what can go wrong and what can prevent you from achieving your goals.

As a general rule, your due diligence must answer three fundamental questions:

- What is the organisation's sustainable competitive advantage?
- What are the exact reasons why you got the job?
- Who had concerns about the way your leadership role was designed? And what is their position now?

ORGANISATIONAL ANALYSIS

In order to identify the organisational risks, you must focus your analysis on:

- Customers: First line, customer chain, end users, influencers
- Partners: Suppliers, allies, government/community leaders
- Competences: Human, operational, financial, technical, key assets
- Competitors: Direct, indirect, potential
- External conditions: Social/demographic, political/regulatory, economics, market



Compiling all this information in the form of a SWOT analysis, where you focus on strengths and weaknesses, opportunities and threats is one of the best ways to obtain an accurate overview of the current situation at the organisation in which you will be working.

- Where do you see the sources, drivers and barriers to revenue and value creation?
- What scenarios do you envisage in the future?
- Are the current strategy and resource utilisation both adequate and cohesive?

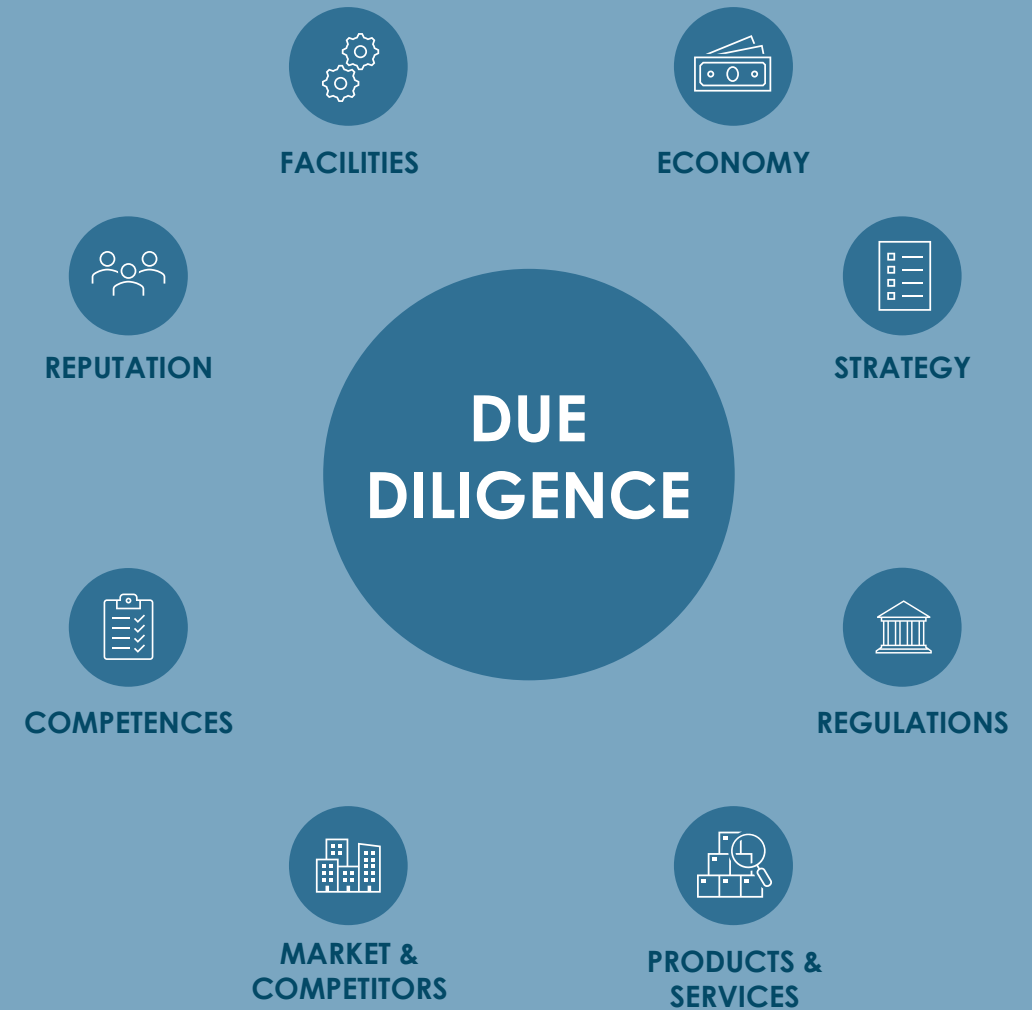
Be aware not only of the internal strengths that can be deployed to take advantage of external opportunities, but also of the weaknesses that can leave the organisation particularly exposed to external threats.

The two primary risks faced by an organisation are often the lack of a winning strategy or its inability to implement such a strategy.

THE PERSONAL ANALYSIS

On a more personal level, your due diligence should include an analysis of current and previous potential threats to your management role.

You need to clarify whether the key stakeholders within and around the organisation are in agreement regarding your role's basis of existence, goals, responsibilities and success criteria. and that everyone is a team player who understands their own task and is ready to get off to a good start.



You should also uncover any concerns and reservations so that you can address them and ensure you have the full backing of your CEO and/or chairman of the board.

You should also investigate the reason why you were specifically chosen for this management task.

- On which strengths, experiences and competences did the board/selection panel place particular emphasis?
- How does that picture correspond to your own understanding and reality?

The answers to these questions will help you to understand both the challenges and potential you will face in your new role.

Doing your due diligence also means that you need to identify any

internal stakeholders who can help you to gain an understanding of the organisation.

Establishing a close dialogue with your future HR director is an easy way to achieve this. You need to take on board a lot of formal and informal knowledge to bring you into sync with the organisation more quickly.

ACTION CARD

1. Gain an overview of organisational risks
2. Perform a SWOT analysis
3. Uncover threats to your leadership role
4. Clarify your positions of strength
5. Align with key stakeholders

STEP 3

Spotlight the managerial challenge

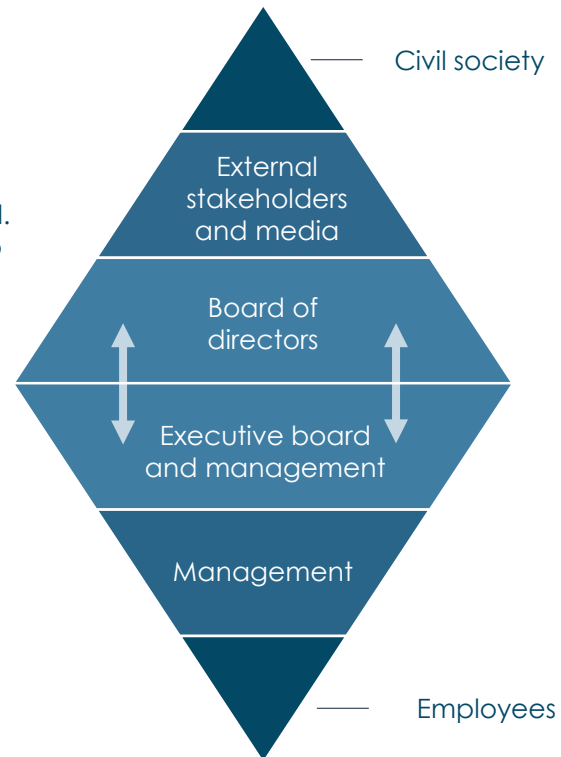
Being a new executive requires that you are able to quickly and safely navigate new and unknown waters that are home to various paradoxes and dilemmas.

You need to:

- take responsibility and demonstrate initiative, while at the same time remembering to take on the task and the existing situation with a certain degree of humility.
- lead the way, while motivating and communicating in a way that brings the rest of the organisation on board.
- set your own course, while at the same time relating to the contradictory and often conflicting expectations you will encounter from different stakeholders.
- “hurry slowly”. You are running a marathon, not a 100-metre sprint.

An executive role means that you have double the managerial responsibility. From day one you will have to lead both downwards (the operational part of the organisation) and upwards (the strategic part, where the board of directors, external stakeholders and surrounding society are key participants).

Your ability to navigate the crossfire of the political/strategic and operational/tactical levels is crucial to your success in the new organisation.



At an early stage of the process, you must therefore identify the most important operational challenges that you and the organisation face and clarify your strategic mandate with your CEO and/or chairman of the board at the same time.

You will be unable to perform the task if the latter is left unclarified.

Ask yourself the following questions:

- Why does the position exist?
- What primary goals should I pursue most urgently?
- How will this affect the rest of the organisation?
- Which tasks should I prioritise first? Which tasks can wait?
- What collaborations and interactions can I expect with the board of directors, management colleagues and the rest of the organisation?
- What are my specific responsibilities, including my decision-making authority and people who report to me?

It is essential that you establish a close and trusting relationship with your CEO or chairman of the board and get the dialogue off to a good start from day one. If he or she loses confidence in you then you will find yourself in a very bad position and your time with the company will be both difficult and potentially very short.

Align expectations on how often to meet and what to discuss. Should meetings be frequent but informal? Or do they prefer more formal, goal-oriented discussions? The better you are at keeping lines of communication open, the more likely it is that you will quickly be able to establish a trusting partnership.

ACTION CARD

1. Be aware of the paradoxes you need to navigate
2. Clarify expectations at both operational and strategic level
3. Coordinate your mandate with the executive board/board of directors
4. Spotlight your primary tasks
5. Sort your other tasks by order of priority

STEP 4

Know your management team

There is a close connection between putting your team together and setting a future strategic direction for the company, which can make it difficult to separate the two tasks from each other.

On the one hand, you cannot define the task and direction until you know the team. On the other hand, the right team to put together will depend on the task that needs to be solved.

As with the other paradoxes you will encounter in your new role, you will also have to handle both tasks at the same time. You will be getting to know your management group and setting up your team while trying to clarify the nature of the task you need to perform. You will likewise be establishing a strategy at the same time as you are learning more about your new management team's profiles and competences.

Whether you put the team together yourself or whether the team came to you "ready made" and you are one of its members, it is essential that you spend time getting to know your new management team, because it is with and through its members that you will be able to create change and ultimately achieve results.

Conversely, do not hesitate if there is somebody on the team who lacks either the competences or the willingness to solve the task at hand. When this happens, you must quickly seize the bull by the horns and remove this person.



Invite the members of the management team to informal meetings over coffee where you can get to know each other, both professionally and as people.

Also make sure that you meet the group together and with their own team, as this allows you to observe group interaction and spot the specific characteristics and competences of each manager.

- Who talks a lot?
- Who listens and gives other people space?
- Who is well prepared?
- How well do they respond?
- What are the interaction and dynamics like?
- Is there psychological security in the group?
- What strengths and weaknesses do you observe?

Understanding your new management group means that you must also relate to the manager who was there before you.

Having insight into previous management styles will give you an understanding of why certain types of behaviours are prevalent, how your behaviours affect the management team and what you need to pay particular attention to during the transition period.

It is, however, also important that you make your own mark on the organisation and, not least, on how it is to be managed.

ACTION CARD

1. Convene informal meetings
2. Attend one or more management meetings
3. Observe the dynamics and interaction in the group
4. Understand your predecessor's leadership profile
5. Clarify the need for new/other competences

STEP 5

Get to know the company culture

A company's culture is the glue that binds the organisation together and is often explained as 'the way we usually do things here in the company', which is actually a very precise description of what it actually is.

The company's culture is a collective term for all the norms, values and actions that characterise the company and is the basis according to which its employees act, both consciously and subconsciously.

Executive managers can influence and transform the culture at a workplace, but before you can challenge the status quo you need to first understand what the status quo actually is.

Be attentive and observant, especially during your first weeks on the job. This will make it easy for you to feel, see and hear what the culture is like at your new company.

Try taking a look at layouts and furnishings, how people dress, their tone of voice, body language and other first hand impressions. Also observe informal conversations at meetings, in the canteen and at the coffee machine, as well as the general social dynamic within the company. Look out for the deliberate and not-so-deliberate signals that are being sent.

You can get a sense of the prevalent cultural norms and values from the organisation's structural hierarchies such as: reward systems, forms of remuneration, employer branding guidelines and promotions history.

You can also observe how the various decision-making processes and different forms of collaboration take place.



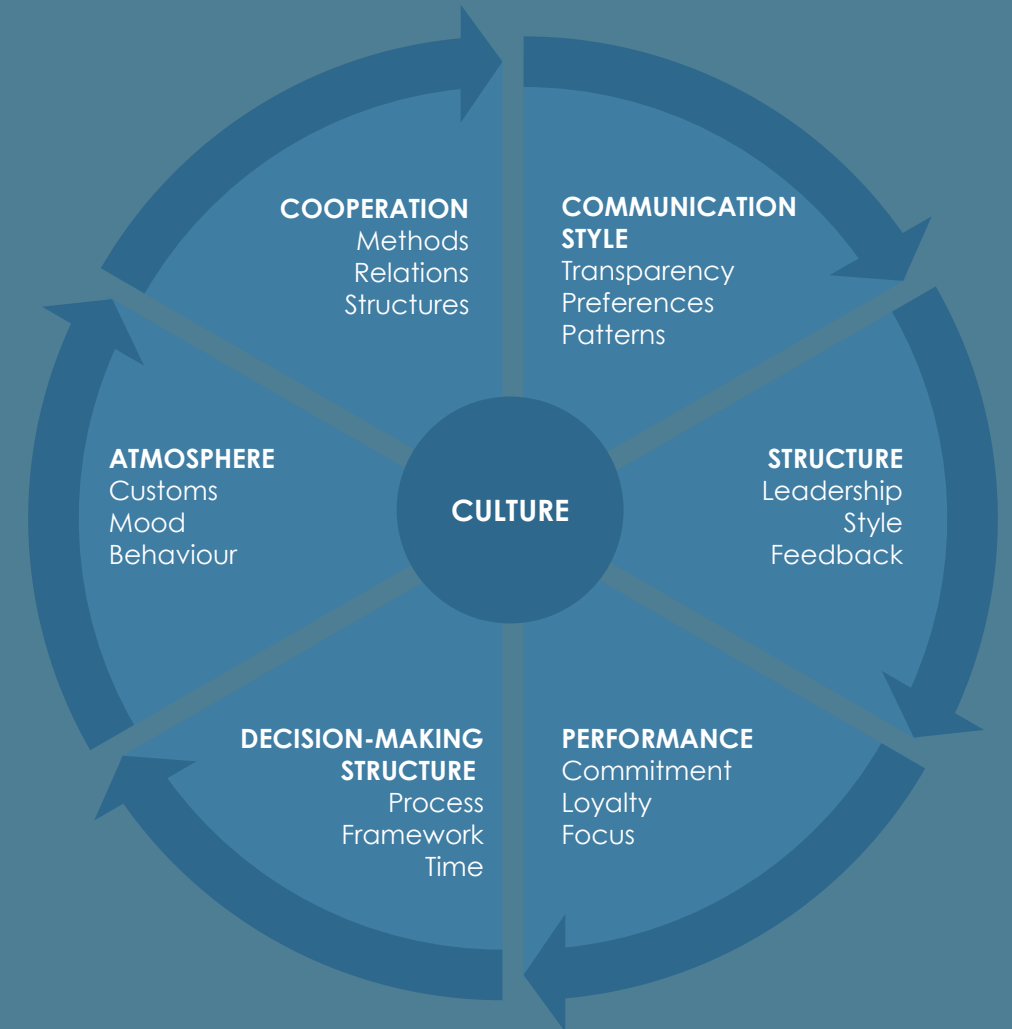
You may also find many impressions on the company's website and social channels that can help tell the story of the prevailing culture within the company, such as whether the tone is very formal, conservative and measured or if it is instead more direct, personal and humorous.

Internal correspondence such as emails, notes, minutes, HR policy and staff handbooks can give you insights into the more hidden and indirect facets of the company's culture and provide important knowledge about what is expected of managers and employees from the various different areas of business and hierarchies.

Also listen to more recently-arrived employees who are not yet fully assimilated into the 'tribe' and who therefore still have a clearer sense of the various cultural codes and signals. You don't necessarily have to ally with them, but they can be useful when it comes to understanding an organisation and condensing what you need to know about it.

Explore the following:

- How do people talk about management? What are they saying?
- How much trust do people have in management? How is this manifested?
- What is the state of interdepartmental collaborations and dialogue? And what about between management and employees?
- What variations do you see across divisions and departments?
- What is considered to be good manners? What is considered to be customary and appropriate conduct?
- What do you need to do to be perceived as a good colleague?
- What makes you a good employee? What is good management?



As a new executive, it is important that you nurture relations at all levels of the organisation and create important alliance partners with whom you can/must consult before making major decisions.

Examples of important stakeholders can include trade unions and shop stewards with whom you need to establish a close cooperation. There may also be employee-elected board members that you should get to know.

Familiarise yourself with the company's current history of new hires, special recruitment needs and terminations. These can provide useful insight into where there may be an imbalance or where there may be need for specific measures.

Also ask about any collective agreements and regulations to which the company is legally bound. Are there unwritten agreements that have become customary? And what norms apply to, for example, company gifts, anniversaries, the Christmas party and special days off?

New executives can easily make themselves unpopular throughout an organisation if they do not understand how to navigate the minefield of cultural codes and customs. This can end up costing you the trust, security and confidence people need to be able to have in you as a manager.

However, neither should you underestimate the importance of challenging aspects of the existing (and perhaps inappropriate) culture and forms of conduct that you may encounter. But the better you are able to understand the current state of affairs, the more likely you are to be able to succeed in changing and transforming it. This is ultimately what your task as an executive is all about.

ACTION CARD

1. Observe behaviour, social tone and the status quo
2. Identify key partners as potential allies
3. Read the HR policy and staff handbook
4. Talk to recently-recruited employees
5. Uncover unwritten rules and customs

STEP 6

Listen both internally and externally

Whether you are new to the organisation or appointed from within, there will be things about the company that it is important for you to know and that you are not yet aware of.

Operational and more strategic tasks are becoming increasingly merged in modern organisations, so you therefore need to be close to operations if you are to properly understand, challenge and execute the actual strategy. You are deeply dependent on the expertise of specialists and key employees in this regard.

You must therefore identify these key employees during your initial period within the organisation so they can help you to shed some light on what would otherwise be "silent" knowledge, which you will find useful later on. These might be the IT manager, the company's buyer, the sales manager, the logistics manager or the production manager.

Be humble and curious while finding out how key functional areas operate; from production, purchasing and logistics to IT, customer service and marketing.

Remember that no single person knows as much as all of us combined. Listening attentively will give you access to knowledge that is far more comprehensive than you would be able to pick up from the management floor or from data alone.



All organisations carry "silent" knowledge that you can only access if you go to the trouble of showing some curiosity and ask open-ended questions such as:

- What does the work that is being done by managers and employees right now mostly involve?
- How do they describe the company's core task?
- What are the biggest challenges right now?
- If they could change one thing, what would it be?

"Silent" knowledge does not only exist within the organisation's own internal structures. Customers, suppliers and partners also carry important knowledge about the opportunities and challenges facing the company. They will often give you feedback that is completely honest and sometimes brutal.

Be customer-centric from day one and make both the internal and external dialogue an important tool to help you in your management of the company.

One thing is certain. The greater your understanding of the operational processes within the company, as well as the needs and challenges of customers and suppliers, the greater the cohesion you will be able to establish between the command bridge and the engine room.

And the greater the buy-in you can ultimately create for the strategic direction you choose to determine.

This will help to ensure that you have the right foundation, both in relation to your managerial role and to the direction in which you want to move the organisation.

ACTION CARD

1. Identify key employees
2. Uncover knowledge about the organisation that is otherwise "silent"
3. Ask about challenges, thoughts and ideas
4. Seek knowledge from customers, suppliers and partners
5. Establish a sense of cohesion between strategy and operations

STEP 7

Formulate your vision statement

“What do you want to achieve?” is the first question you should expect to be asked as a new executive. If you are unable to provide a clear answer in the form of a vision for where the company is headed, then who is? Vision statements are important because they reveal a common goal and direction for your employees to follow. They also shed light on your values and your identity as an executive.

Your vision should be forward-looking and outline the goals you will try to achieve in the future. It must inspire your employees and provide them with a direction. Communicating this vision, integrating it into the organisation's culture and inspiring each individual employee to work towards making this happen; all this is your responsibility.

Start by setting goals for your company. Objectives are crucial as they give you and your team something specific to work towards. Your goals also serve as inspiration and motivation for your team.

Be as detailed as possible. Define success criteria and measure progress. You need to be specific when defining success criteria have a specific vision in your crystal ball. See something you can build towards. Above all, you need to see something BIG. There are several ways you can define success. Examples include:

- Measuring the growth of your company
- Evaluating corporate culture
- Benchmarking competitors
- Measuring well-being and job satisfaction
- Calculating profit



Your values are just as important as your goals. A company's values describe the convictions and principles that drive your company and determine how you will need to lead it. Values can take many forms, ranging from one-word concepts such as "orderliness" to more detailed ones such as "enabling others to reach new heights".

Regardless of how you describe your values, make sure that they are specific and communicable. You should then, of course, act in accordance with them. Nothing sounds more hollow than non-specific values that executive management does not understand how to put into actual practice.

Once your goals, success criteria and values are in place, you are now ready to formulate your vision statement; the WHY that justifies the company's very existence. Some examples are:

"To be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online."

– Amazon

"Give people the power to build community and bring the world closer together."

– Meta

"To organize the world's information and make it universally accessible and useful."

– Google

Statements like these are not just smart taglines and payoffs. They are the heart and soul of what these companies are trying to achieve. Everything Amazon does is aimed at fulfilling the vision of selling everything to everyone online. Everything Meta does is about connecting people. And everything Google does falls into the category of collecting information and making it available.

Your company must always be moving TOWARDS something. That thing is your vision. And you need to make sure that your employees understand your vision and buy into it. Your ability to communicate this vision is what everything rests on.

Every meeting with managers who report to you directly should focus on the specific, measurable actions that lead towards your vision. The continuous communication of visions and goals to employees ensures that everyone shares this vision and is working towards the same goal.

ACTION CARD

1. Set specific goals
2. Define success criteria
3. Describe the company's values
4. Put the company's WHY into words
5. Communicate your vision

STEP 8

Create a communication plan

Communication plays a crucial role, not only during the transition period, but throughout your employment. Neither can the effect of a well-considered communication strategy be overestimated.

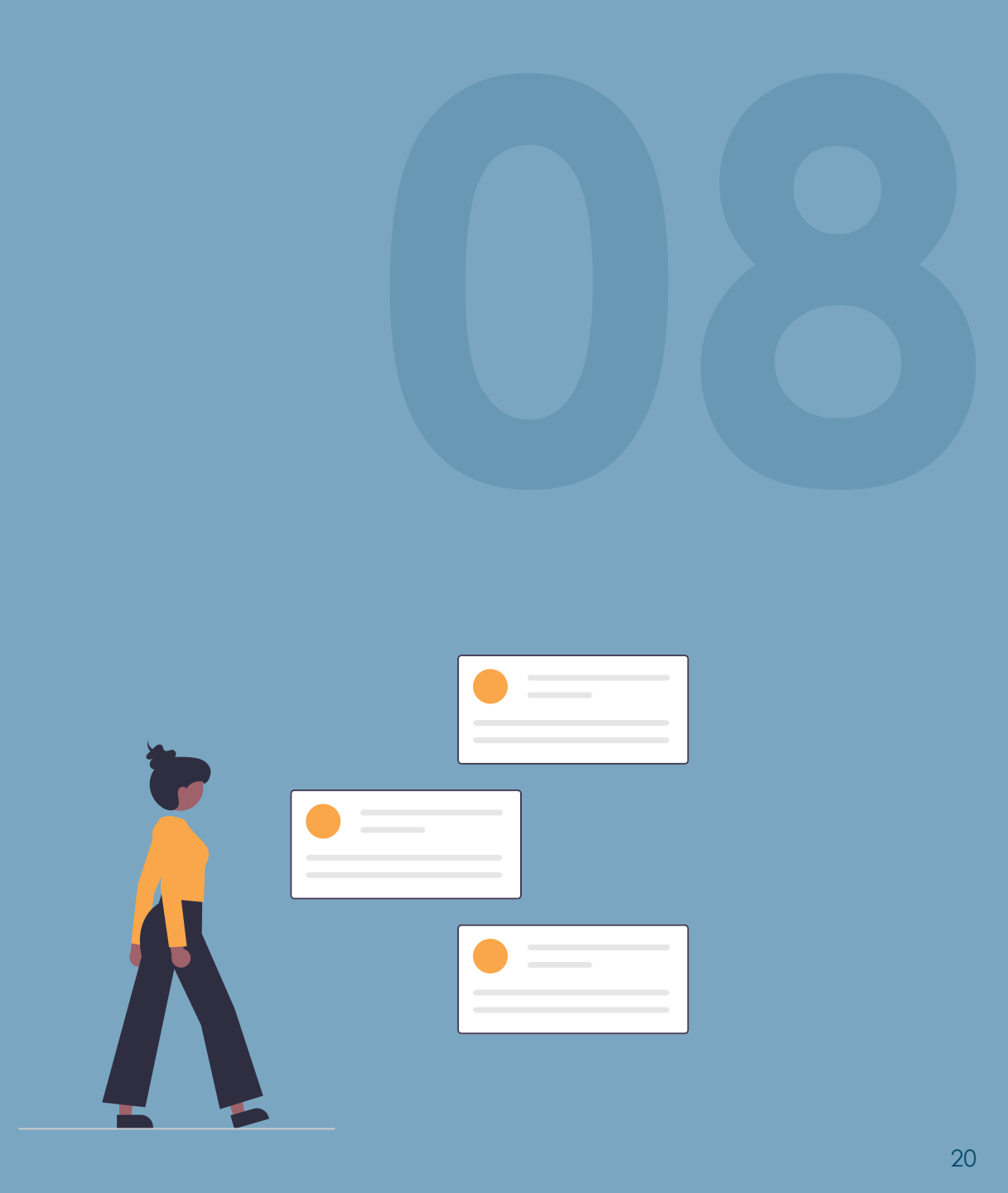
You must be visible from day one and have an overview of the people with whom you need to engage, when to do so and the messages you need to convey. Bear in mind, however, that communication is a two-way street and that you will miss out on important insights if you are tone deaf to what is going on in your new organisation.

You need to find the right balance between telling your story and sharing your vision and engaging in listening sessions to learn and gain insight. This helps you to build authentic and trustworthy relationships.

Start by mapping out the external and internal stakeholders with whom you need to engage within the first 100 days.

Organise these stakeholders into groups by order of priority, making sure that you meet with the highest priority groups within the first two weeks, the next priority within the first 30 to 60 days and so on and so forth. There is no formula for how to work in this regard. Just use your common sense.

This prioritised list not only helps you to plan important meetings, but also gives you insights about which of the various target groups you need to communicate with, about what and in what manner.



Use the stakeholder analysis to create a communication plan that is adapted to both organisational and your individual priorities as a new manager.

The communication plan should include a timeline of key activities that describe the target group, the desired outcome and the party responsible for its implementation.

Your messaging platform is central to the communication plan. This is a well-defined list of key messages and topics that you want to communicate within the first 100 days. The list should also include your personal story, your learning plan and your plans to take action.

- **Your story:** What brought you here and how has your experience prepared you to lead this particular organisation?
- **Your assessment of the state of the organisation:** Where are we today and what brought us here?
- **Your ambitions for the future:** Where do you want to take the organisation? Why is this the right direction? And what roles do the employees have to play?
- **Your next steps:** How will you spend your initial time with the company and what is your next milestone?

PRIORITISATION OF METINGS

Board of directors, management, key employees and organisation

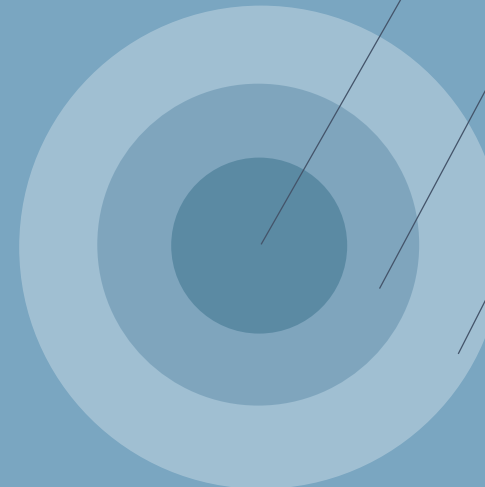
Meet within the first two weeks and then according to a scheduled sequence

Business units, customers and suppliers

Meet during the first 30-60 days and then according to a scheduled sequence

Industry meetings, competitors, relevant networks

Meet during the first 60-100 days as the need arises and on an ongoing basis thereafter



Be critical when considering which communication channels you want to use and communicate using the channels that are the best match for both the target audience and the actual message. The right mix depends, among other things, on the organisation's size and structure, as well as the preferences of the different stakeholders. Use as far as possible the channels that are most authentic and the best match for your style of communication.

The days when executive management communication was primarily top down to the masses in the form of presentations, emails and videos are long gone. Employees nowadays expect dialogue and the opportunity to provide input. You risk coming across as distant and inaccessible if you do not offer such opportunities.

Use physical and digital communication channels that support both one-way and two-way communication. Social media, including LinkedIn and Twitter in particular, are central channels in modern communication from executive management because they are accessible to both internal and external stakeholders, while also providing opportunities for branding, interest management and dialogue.

Last but not least, you need to train your communication and presentation skills. Everyone's eyes will be on you from your first day in the driving seat. You will also be expected to easily and effortlessly get up on your soapbox and get your messaging across.

The art of executive communication is an unusual genre, as the audience is larger, the pace more demanding and involves more effort. The skills that have brought you to the top and landed you the job are not necessarily the same skills you need to be fully effective in your new role.

You will need to address large groups of people, sell your story and vision, and adapt your style to different audiences and stakeholders.

This requires you to be able to inspire trust and enthusiasm in others and, not least, to get your messaging across. An investment in media training, presentation techniques and speech coaching can therefore be very worthwhile.

ACTION CARD

1. Map and define critical target groups
2. Prioritise and plan stakeholder meetings
3. Define your messaging platform
4. Communicate across platforms and channels
5. Seek media and presentation training

STEP 9

Clarify your personal values

As a business leader, you are well aware of what values are. They are the set of fundamental, strategically sound beliefs and unwritten rules that your company lives by and practises on a daily basis towards its employees, customers, partners and the world around it.

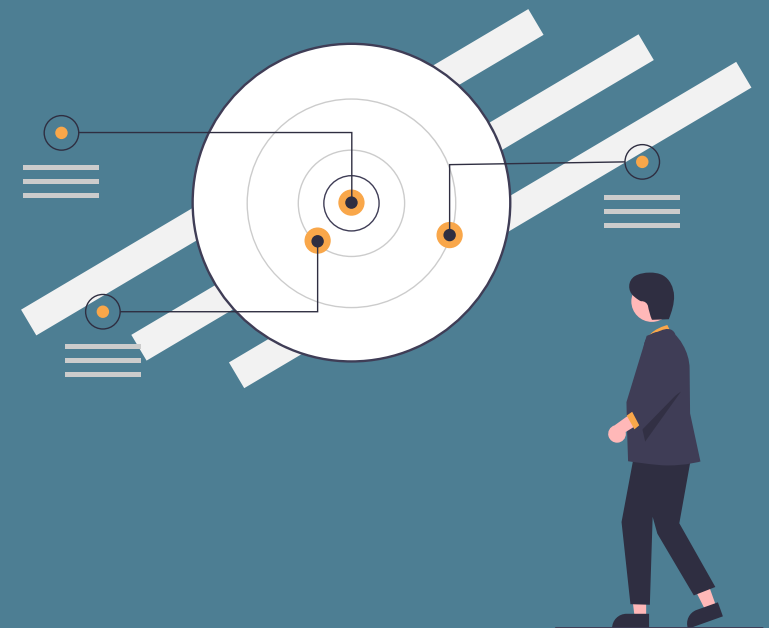
But how do they differ from your personal values? Do you know what your personal values are?

Just like the company's values, your own personal values are those that guide your actions and your way of living. They also have a big impact on your success as an executive because the more conscious and better clarified you are about your own values, the better and clearer you will be as a manager.

Ask yourself:

- Which of my values truly reflect who I really am?
- What characterises these values?
- What do they bring to me and others, regardless of whether or not I receive recognition for them?
- Do I live by them sincerely and stand by them, also in my professional life?

It is important that there is alignment between your values and the values of the company you will be leading. If there is not, you will experience sooner or later that there is too much contrast and conflict between your personal values and the reality you experience in your job. You will also find it difficult to be strong and authentic in your managerial role.



Consider how you can put your values into practice in your daily work as a manager. Your values as a manager should be closely linked to your values as a person. This will ensure that both you and your employees experience consistency between you the person and you the manager.

How should you manifest these values if you want to be the flagbearer of an accessible and inclusive leadership style? Do you take breakfast in the canteen? Do you meet people other than your colleagues from management? Are you at your employees' disposal?

If you are at the forefront of or want to create a strong value-driven company, what does this mean for you as a manager? Do you actively participate in certain social debates? Do you allow your employees to do the same? What will you do if an employee publicly goes against the values that characterise the company?

And last but not least - remember to focus on yourself and your own needs. The transition period is a busy and pressured time full of meetings, handovers and important decisions. You need to make a good impression and show that you are the right person for the job. There is therefore a high risk that you may forget to look after yourself and your family.

Align your work-life balance expectations with your CEO or chairman of the board in good time. Make specific agreements about special personal or family considerations or needs. You must also be open about any private matters that your new employer should be aware of. Agreements on such matters can be difficult to establish later on.

Many people unfortunately leave their executive jobs because their personal values do not match those of the company. Use your CEO or chairman of the board to regularly check whether you are broadcasting on the same frequency. This will make many things easier along the way.

ACTION CARD

1. Put your values into words
2. Position them in relation to the company's values
3. Translate your values into your leadership
4. Put these values into practice
5. Remember yourself and your needs

Start working on your strategy plan

You have now got through the first two to three months and are starting to have a good understanding of the company. You have:

- deep dived the data and formed your initial hypotheses
- held meetings with key stakeholders
- named the biggest challenges and potentials

It is now time to compile this aggregated knowledge into a strategic plan for the first two to three years. Every company works in different ways, and in times of major changes and crises it often becomes necessary to revise plans at least once a year.

Developing a corporate strategy is a collaborative exercise that often also requires input from external stakeholders and counsellors in addition to the participation of the other members of the management team. As the captain of this process, it is your job to ensure that the difficult and annoying questions get asked, and that the necessary data is available.

It is not your job to maintain the status quo, but to move the company forward. Take on the role of the prime mover for innovative and strategic thinking. Alternatively, delegate this role to another member of your management team if this is not one of your strengths. Then make sure that you put the right team in place to develop and execute the strategy process.

This is another area where you need to be aware of paradoxes. As an executive, you are expected to simultaneously develop a strategy and drive its execution at a time when the need to do both things at once has never been more urgent.

You must therefore avoid getting dazzled by shiny and lengthy strategic processes that cause you to end up losing sight of where the ball is on the pitch right now. First and foremost, the board of directors wants to see evidence that you can run the business in its current state before looking to the future.



We will not address the actual development of your strategy here, as the right approach will vary by industry, scale, maturity and the company's current situation. We would, however, like to point out six pitfalls you should avoid in your strategic process.

- 1. Overestimating your new organisation's ability to absorb and execute change** Doing so means that you risk building a strategy that lacks a foundation and a sense of reality which can, in the worst case, cause the organisation to fall apart.
- 2. Making changes to your team too soon**
This could be because you do not perceive there being adequate strategic mass or willingness to change. Perhaps you also underestimate the need, especially during the early stages of the process, to have people on board who are strong in execution.
- 3. Neglecting to cultivate relations with the operational part of the organisation**
in your drive to focus on strategy and development towards the future. Doing so means that you risk losing key employees who are central to the subsequent execution of the strategy.
- 4. You are unable to make the strategy operational.**
A strategic process that is overly complex, impenetrable or time-consuming means that you risk losing buy-in from lower level managers who are unable to transfer the conceptual strategy to operational practice.
- 5. Your attempts at involving the organisation were unsuccessful.**
All successful strategies rely on executive management's ability to involve and create co-ownership. Your mission will be a failure if employees fail to understand the contribution of their role and individual goals towards achieving the strategic goals.
- 6. Forgetting that strategy involves more than just navigation**
You must also be able to correct your course. In other words, the strategy is never finished, so you must be prepared to change course along the way if it turns out that you and your team have made a mistake, or if market or societal changes dictate new responses.

ACTION CARD

1. Put your team together
2. Act as captain and anchor point
3. Be the prime mover for innovative thinking
4. Don't forget operations and execution
5. Avoid the six classic pitfalls



CHECK LIST

Overall summary - with room for your own notes

AS3 Executive

We are with you every step of the way.

Whether you want to be safely onboarded into a new directorship, develop your leadership strengths, increase your value as a board member, or ensure a quick comeback after termination.

Our team of executive counsellors are also former senior managers from different corners of the Danish business community.

They are also specialists in one-on-one counselling and coaching directors and executives.

We have been counselling directors and executives for more than 25 years, and we work with virtually all C25 companies.

Find out more at as3executive.dk



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