

ONBOARDING YOUR NONPROFIT'S C-SUITE EXECUTIVE

How to Make a Lasting Impression



Presenters



**Myra Briggs, CSC,
CSSGB, CDR**

Managing Director,
Search



**Danisha Martin, MBA,
CSC**

Executive Search
Consultant



**Jami Armstrong, CDR,
Certified PDA Analyst**

Executive Search
Consultant

About Impact Search Advisors

We understand that search is not just a recruitment activity, but an opportunity to define your organization and the change it will drive for years to come. Our search processes are collaborative and focused. Impact Search Advisors by Nonprofit HR was founded with one goal in mind: to strengthen the social impact sector by partnering with and advising its leaders.

Impact Search Advisor's Approach and Values

Our corporate shared values influence how we approach executive search. We seek social impact leaders with proven experience as:

- **Extraordinary**
- **Agile**
- **Authentic**
- **Accountable**
- **Impactful**
- **Inclusive**
- **Innovative**

More about your Presenters...



Jami Armstrong



Danisha Martin

Self-Reflection

- Recall your best and worst onboarding experience.
- In ONE word...how did you feel?
- Do you want your new executive to feel the first list of words or the latter?

Agenda

- ✓ Welcome
- ✓ Introduction
- Before Day One
- First 30 Days
- 30-90 Days
- Beyond 90 Days
- Q & A
- Close

Before Day One

Preparing for the arrival of your
new executive

What's the Difference?

Onboarding:

An ongoing process of building engagement from the first contact until the employee becomes established within the organization.

Orientation:

A stage of onboarding where new employees learn about the company and their job responsibilities.

From Candidate to Executive Leader

- High-touch, red-carpet treatment
- Warm Welcome
- Questionnaire
- Meet & Greet

From Candidate to Executive Leader (Continued)

- Pre-hire documents/manuals/pre-reading
- Technology Toolkit
 - Hardware
 - Software
 - Home office workstation
- Plan Communication Strategy
 - Headshots
 - Bio
 - Press release

First 30 Days

Help your new executive get acclimated to the role, staff and culture & support them in establishing credibility and relationships

Best Practices

1. Encourage executive to **TAKE THEIR TIME**

- ✓ DEI TIP: Remember that your leader may feel additional pressure to perform. Communicate to them that they have the margin to center relationship building first.

2. Hot Issues

- ✓ DEI TIP: If your organization has endured trauma related to racial injustice, be sure to address this head on with your new executive.

3. HR & Workplace Policies/Compliance

Best Practices (Continued)

4. Programs, Projects & Day 2 Day Overview
5. Technology Briefing
6. Introductions to Staff & Board
7. Introductions to External Stakeholders
 - ✓ DEI TIP: Consider representation when scheduling meet & greets.



30-90 Days

Shifting from orientation to integration

From Orientation to Integration

- Revisit the priorities of the role (timelines)
- Solidify measurable goals and performance metrics
- Performance is the love language of executives
 - ✓ DEI TIP: Remember that some leaders may feel added pressure to perform. Set them up for success by agreeing to clear goals and open feedback & communication.



From Orientation to Integration (Continued)

- Assess needed administrative support, hire a contractor if necessary (within 30 days)
- Be accessible and responsive
- Edify and speak highly of your new executive
 - ✓ DEI TIP: If your new leader is of color, be prepared to speak truth to power.



From Orientation to Integration (Continued)

- Provide informal positive feedback and timely constructive feedback
- Allow your new executive the space to manage the staff in their own way
- Ask what you can do to support them, be specific
 - ✓ DEI TIP: It is not uncommon for an incoming leader to request a cultural assessment and/or DEI consultant to assist in culture change. Consider offering this support upfront.



Beyond 90 Days

What Executive Onboarding looks like beyond the first 90 days

Considerations: Beyond 90 Days

- Training opportunities
- Executive coaching
- Ongoing feedback & open communication
 - ✓ DEI TIP: Be careful of gaslighting and be sure to support your leader.

**Onboarding is more than “Welcome to the job”—it’s “Welcome to the fold.” Not only will you slow down that executive search revolving door, but you will also strengthen your culture by setting up your executive for longevity and success.



Contact Us

West Coast Office:

388 Market Street, Suite 1300
San Francisco, CA 94111
650.331.3252

National Headquarters:

1441 L Street NW, Suite 620
Washington, DC 20005
202.785.2060

Danisha Martin

Executive Search Consultant
danisham@nonprofithr.com
202.644.7433

Jami Armstrong

Executive Search Consultant
jarmstrong@nonprofithr.com
202.644.8418