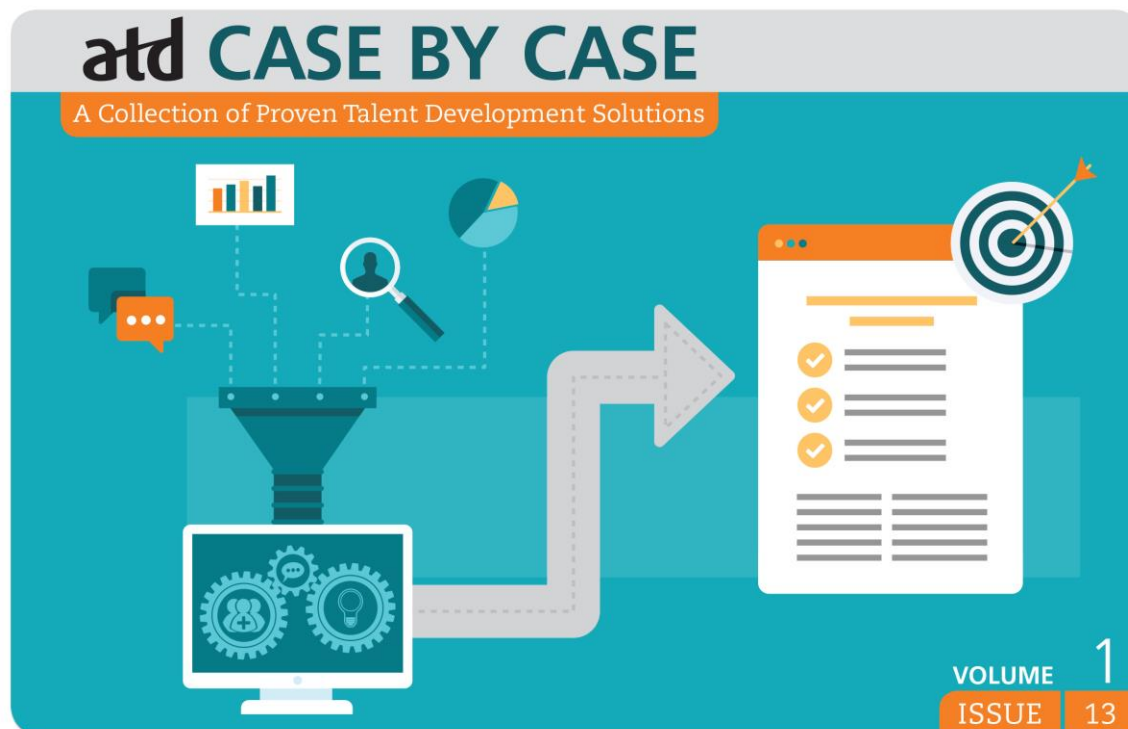




GENPACT:

An Integration Program to Onboard New Executives

The Situation

In 2011, Genpact, a global leader in digitally powered business process management and services, needed to hire outside executives. Advances in technology had changed its market; to keep growing, the company needed new technical expertise from its leaders.

However, bringing in new leadership meant taking a risk. According to the *Harvard Business Review*, about half of externally hired leaders fail—and not for lack of ability. They fail because they do not mesh with company culture or the people on their teams.

Thus, Genpact's company officers and talent development team understood how important it was for the executives to undergo smooth transitions to their new roles. If they didn't, the company's 72,000-plus employees in 25 countries would perform below their peak.

To protect Genpact's interests, the organization's talent development function created the Global Integration Program to introduce the executives to company culture and the

demands of their jobs. Designed by the Global Leader Integration team, the program aimed to enable the individual success of new hires at the vice president level and above by sending knowledge in two directions. First, the program would educate the executives about Genpact's overall structure, strategy, culture, and clients. Second, it would allow the new executives to spread their knowledge to their peers and reports.

The Global Integration Program

The Global Leader Integration team designed a program with two components: a plan for the executives' first 100 days on the job and a strategy to support them over their first year. The 100-day plan would include an onboarding element, a buddy program that paired new leaders with high-performing peers, and individual sessions with integration managers. The yearlong plan would include a continuation of the buddy program and an in-person workshop that would allow them to extend the learning process and network with their global peers (Genpact's executives are located around the globe; the company operates in more than 20 countries).

The First 100 Days

The Global Integration Program began during the new executives' first week at Genpact, when they received their 100-day onboarding plans. Customized by the human resources department to fit leaders' specific needs, each plan included an introduction to the organization's structure, processes, culture, and strategy. It also included a framework for the new executives to start taking control of their functions and disseminating their expertise to peers and reports.

The executives also entered a buddy relationship, meaning that they were paired with an executive-level peer with more experience working at Genpact to guide them through their first year on the job. The buddy relationship was described in participants' individual goals, and would help the new leaders build strong social networks at Genpact.

As part of their initial onboarding process, the executives also attended individual sessions with integration managers after 30, 60, and 90 days of service. The integration managers, who were members of the human resources department with core expertise in talent development, interviewed the executives on where they struggled to acclimate with the organization and developed strategies to overcome these challenges.

The first of the integration managers, the business and functional integration manager, focused on helping the new executives acclimate to company culture and take control of their departments and functions. The second of these managers, the central integration

manager, interviewed the leaders to learn more about best practices from their previous organizations.

At the end of their first three months, the executives completed an online survey to help the Global Leader Integration team understand how much value each event or action in the 100-day plan contributed to their Integration experience. Later, the Global Leader Integration team would use the results to evaluate and improve the program's early stages.

The Next 9 Months

After the executives completed their 100-day plans, the Global Integration Program continued to support them through their first year on the job. Executives continued to meet with their buddies and direct supervisors on a regular basis. The new executives collaborated with their buddies on professional activities, such as presentations, calls, and client meetings, to help them learn as much as possible about working at Genpact. In addition, these sessions provided the buddies with the opportunity to learn more about the technical expertise of the new leaders.

The new executives also completed a formal, in-person workshop with their global peers. The Global Integration Workshop brought Genpact's new senior leaders together for a five-day learning session at its office in Gurgaon, India.

There, the leaders participated in group activities designed to help them network with one another and reinforce lessons from the onboarding component of their 100-day plans. In particular, these activities covered the organization's business model and culture. Other important aspects of the workshop were the networking opportunities, which included dinners and other interactions with members of the Genpact Leadership Council, a group of the organization's most senior leaders. These networking opportunities helped the new executives to further develop their internal networks.

After 12 months of buddy, team, and business support, the new executives finished the Global Integration Program.

The Results

According to survey data, Global Integration Program participants rate the experience highly. Even more importantly, early attrition has dropped considerably compared with executives who did not complete the program.

The participants' supervisors agree on the program's value. Their feedback cites the readiness of the new leaders to hit the ground running, a shortened learning curve, and rapid integration to the organization and its culture.

The Global Integration Program has continued to evolve. Now, in addition to teaching new executives about the company's structure and inner workings, it also includes an introduction to some of the technologies, systems, and processes that are solutions and services that Genpact offers clients, such as Lean Digital and Digital Smart Enterprise Processes.

Lessons Learned

- Continue lessons taught by executive onboarding programs with other learning events, such as Genpact's weeklong Global Integration Workshop. These events can do more than reinforce learning: They can help new leaders build strong internal networks with peers they might not otherwise meet in person.
- Require participants in buddy or peer mentorship programs to collaborate on formal activities such as meetings, professional development, or presentations. These experiences can help new leaders learn the ropes of your organization quickly, and they can also help individuals who participate as buddies or mentors to learn more about the expertise of their new colleagues.

Additional ATD Resources

- ["Executive Onboarding: How to Hit the Ground Running"](#)
- ["Executive Onboarding: The Key to Accelerating Success and Reducing Risk in a New Job"](#)
- ["Individuality, Integration: Leadership Styles in Team Collaboration"](#)
- ["Hit the Ground Running: Establishing a Model Executive Onboarding Program"](#)
- ["Manage Executive Onboarding Like McDonald's Brings on New Franchisees"](#)
- ["Onboarding Toolkit"](#)

Submit Your Story

Can you tell us about a challenge your talent development function faced, a solution your team implemented, a program your team created, and the results your organization has seen? Organizations of all sizes are encouraged to apply. [Submit your story today!](#)

References

Martin, J. 2014. "For Senior Leaders, Fit Matters More Than Skill." *Harvard Business Review*, January 17. <https://hbr.org/2014/01/for-senior-leaders-fit-matters-more-than-skill>.

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