

Connect the Dots Case Study



COACH, INC. Onboarding

Onboarding: An Upscale Fashion Retailer Refines a Leader's Superior Skills to Build Better Collaborative Relationships

Retailers understand the importance of building relationships with their manufacturers as well as their customers. Companies need a commitment from senior management to drive collaborative relationships with their suppliers that will affect the entire organization.

They also need everyone on the same page so their efforts aren't diluted. Leading luxury retailer, Coach, Inc., recognized this challenge and committed themselves to proactive measures in order to achieve a positive outcome.

Coach, Inc. is a highly successful fashion leather goods company, founded in 1941 and based in New York City, New York. It currently has over 1,000 locations throughout the world and manages over 17,000 employees. Producing over \$4.8 billion in yearly revenue, it is considered one of

Quick Shot

Company Name

Coach, Inc.
<http://www.coach.com>

Industry

Luxury Fashion –
Retail and
eCommerce

Key Challenges

- ▶ New leaders needed to hone relationship skills
- ▶ Leaders needed a more clearly defined onboarding process

Solution and Services

- ▶ A customized transition plan for new leaders and strategic coaching during the first three months
- ▶ Resources to support leaders in the midst of company change

Solution Highlights

- ▶ **on-target®** coaching produced a dramatic and measurable impact
- ▶ Improved a leader's communication to quickly adapt to the organization's overall business strategy

Key Benefits

- ▶ Helped the hiring manager and human resources understand why new leaders were inconsistent
- ▶ Developed a customized transition plan for new leaders
- ▶ **on-target®** coaching increased employee productivity, retention, and employment brand and service quality

connect
the dots

the most desirable work environments in the fashion retail and manufacturing industry. As the organization has grown and expanded into different countries, distribution channels and product lines, it has carefully recruited and promoted leaders.

The Challenge: Leadership Needs a Deeper Understanding of Relationship-Building to Achieve Organizational Goals

Coach found that some of its new leaders were struggling as they sought to become a successful part of the leadership team. Although their technical skills and background were superior, they didn't understand how critical it was to build relationships and gain buy-in before trying to make decisions and implement changes.

Coach reached out to Connect the Dots (CTD) to become a strategic partner and help get their leaders on track so they could help the organization reach their objectives.

The Solution: Onboarding that Helped a Key Leader Improve Performance

CTD partnered with the hiring manager and human resources to understand why a new VP was inconsistent with hitting the mark during her transition. They identified the key differences between the new leader's success in previous roles (behaviorally) and Coach's culture and expectations for her current role.

CTD developed a customized transition plan for the new leader and provided coaching during her first three months. It was critical that Coach provided resources and support for their new leaders, especially when the company was undergoing a change with their business model. The goal was to improve a new leader's communication and onboard them quickly into the organization's overall business strategy. As a result, the new leader's potential for success greatly increased.

Clear, Specific Direction Enables Leadership to Thrive and Hit Targeted Goals

Through feedback and direction, the new leader understood the behaviors she needed to exhibit to be successful within Coach's culture. The new leader experienced immediate results and was promoted into a new role after six months.

CTD's onboarding on-target® coaching produced a dramatic and measurable impact on employee productivity, retention, and employment brand and service quality. Coach can focus now on the ever-changing retail industry with a strong leadership team ready and able to provide the solutions they need.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.

