

# New here?

## Organizationally smart onboarding for decision makers

Thinking ahead for the new role,  
successfully set accents,  
shape sustainably

To understand organizations,  
you have to look at them from **three sides**:

## Display side

It encompasses the self-presentation of organizations and their actors - both internally and externally.

This includes, for example, the corporate website or the presentations and appearances of executives.

## Formal side

It contains the rules, processes and specifications that (can) be formally decided.

This includes, for example, communication channels, process descriptions, strategy papers, etc.

## Informal side

It describes the organizational culture, i.e. the lived practice that deviates from the formal rules.

This always arises as a reaction to the formal structure.

This includes, for example, short official channels, secretive leaders, and well-worn process paths.

If you are »new«, you need to ask the right questions  
to get on track quickly.

## Display side

How can you make your own appearance smart?

Whose self-representations need to be considered?

What successes make you shine quickly?

On which stages does it depend on?

Where and for what do we need good, new narratives?

## Formal side

Which structures should be adapt?

On which personnel can and should be relied on?

What are the strategic goals that should take priority?

What levers can be moved to shape the movement?

What (new) responsibilities support my request?

## Informal side

Which productive shortcuts and beaten paths do you want to preserve?

What do you need to understand about the organizational culture?

What secret rulers do you have to watch out for?

How do you successfully get involved in micropolitics?

Organizationally smart onboarding means taking a holistic view of all sides of the business.

This is how you find out where resistance lurks, what solutions there are and what follow-up problems need to be considered.

**We look forward to tackling this with you.**



# Who we are – and what makes us tick



We are a science-based organization and strategy consultancy - with more than 50 consultants in nine countries worldwide.

We combine experience in teaching and research in organizational sociology with decades of consulting practice in a variety of industries.

Together with you, we will find out what opportunities and challenges your new role brings and how you can make your request a success - whether remotely, hybrid or in presence.

# This is how we approach it together

## 01 prepare

### Prepare your own start well

Together we form hypotheses about what to expect - based on all available information such as organizational charts, strategies, ...

We develop a first understanding of important aspects, interests and conflict situations

We probe and manage the expectations of relevant stakeholders and develop questions for initial discussions e.g. with direct employees

What is required for a successful start (and what needs to be done in advance)?

## 02 capture & listen

### Talking to the key stakeholders

We develop an interview guide for the first 8-12 interviews and assist with conducting the interviews as needed

We test and complete our hypotheses based on the discourse and establish initial strategic priorities

What information seems particularly relevant or surprising?

What interests and tensions become apparent?

What needs to be considered in advance?

## 03 sort & understand

### Recognize, understand and classify patterns

We analyze the interests, power and trust relationships of key stakeholders

We formulate a convincing narrative for our own concerns

We prepare and facilitate a management workshop

If necessary, we identify candidates for the management team.

What are the consequences of the analysis and interaction?

What are important fields of action?

## 04 plan & create

### Readjustment of structural levers to change patterns.

We think ahead to structural change at key points with our own management team and selected peers

We develop an implementation roadmap

Where does something have to change?

What should remain as it is?

Which structural levers can be moved?

Which control instruments are available?

## 05 initiate & ignite

### Assertion and anchoring of own matters

We implement the organizational changes and set priorities for the first year

We reflect on the first 100 days and re-evaluate our original hypotheses.

We formulate our own strategy - and present it concisely, e.g. in a management conference, a board presentation, ...

Which (difficult) decisions have already been made?

Which framework conditions should (still) change?

Where is your own image convincing and where not yet?

What is the next task?

Day 1

Day 100

We look forward to working with you.



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We look forward to working with you.

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