



PERSPECTIVES

No. 002

When does an Executive Search process actually end? ...when the contract is signed, or when the leader truly begins to create impact?

WHERE CULTURE, LEADERSHIP
AND TALENT FLOURISH.

01

THE TENSION

When an Executive Search process comes to an end, there is usually a sense of mission accomplished.

But is that, in fact, the moment the process ends?

Paradoxically, that is precisely when the period of greatest uncertainty begins.

A new executive's first months are marked by high expectations, the need for quick decisions and significant pressure to show results. At the same time, their grasp of the culture, the informal dynamics, the relationships of influence and the strategic priorities is still far from settled.

01

THE TENSION

It is no accident that so many onboardings fall short of expectations. Not always because the choice was wrong, but because it is implicitly assumed that a good executive will find their own way.

In reality, integration tends to be considerably more complex. A hire can be technically flawless and still take far too long to create impact. They may lose credibility with the team, create misalignment with key stakeholders, or spend their energy decoding a context that was never truly explained to them.

Perhaps, then, the most relevant question is no longer “Did we choose the right person?”

Are we creating the conditions for that person to succeed?

02

THE THRIVE PERSPECTIVE

At Thrive Partners we believe the success of an Executive Search process is not measured by the quality of the hire, but by the new leader's ability to create sustainable impact.

Because hiring talent creates potential. But it is how that talent is integrated that determines the return.

Selecting the right executive remains essential. Yet it is only the first step of a wider journey. The first 180 days are a critical period, when relationships of trust are built, the culture is understood and expectations are aligned.

When this phase is left to chance, the risk is not merely a slower integration. It is the loss of value in an investment that began as the right one.

03

FROM PERSPECTIVE TO PRACTICE

Because we believe true success begins after the hire, we developed our value proposition:

From Executive Search to Executive Success

More than an add-on to Executive Search, it is a structured 180-day support journey designed to accelerate integration, reduce risk and amplify the impact of new leadership.

Because an Executive Search process can only be considered complete when the hire turns into impact.



At Thrive Partners we believe the most complex challenges rarely have simple causes. That is why we help organisations understand the tensions hidden behind the symptoms and design solutions suited to the reality of each context.

We see Culture, Leadership and Talent as inseparable dimensions across the entire Employee Lifecycle, believing it is from this interaction that more sustainable, healthier and high-performing organisations emerge.

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