

NEW HIRE SUCCESS HINGES ON PROPER ON-BOARDING

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You've just invested a lot of time and money bringing a key person into the organization, either through a search firm or your own hiring process. For some the process is over; for others, it has just begun.

Most companies use a thoughtful and thorough hiring approach. Sadly, many of these same companies take a minimalist on-boarding approach, such as an informational-overload orientation or a single meeting with their boss to outline initial expectations. These approaches are hardly sufficient, yet companies seem to be okay with these practices in a way that managing daily operations would never be. The new manager is often confused, frustrated, and winds up spinning their wheels for too long. So what's needed to have new managers become contributors as quickly as possible? It begins with their boss.

Bosses can help take the guesswork out and shorten the learning curve at four levels:

1. **Cultural**-Describing the unwritten rules and expectations and how things are actually done
2. **Organizational**-Walking through key processes and introducing them to key people

3. **Personal**-Helping them learn from mistakes and providing on-going feedback
4. **Relationship**-Discussing how they intend to work with the new manager (how they make decisions, share information, handle disagreements, what they wish to be informed about, and what their hot buttons are)

By having a thoughtful--not sink or swim approach, being intimately connected with the person's progress and learning, and minimizing relationship "bumps in the road", executives can help new managers contribute in far less time. And that can't help but bolster the bottom line.



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