



USING YOUR CULTURE TO HIRE, ONBOARD, LEAD & OFFBOARD

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JOINTPIVOT

WHO MAKES JOINTPIVOT WORK

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About JointPivot



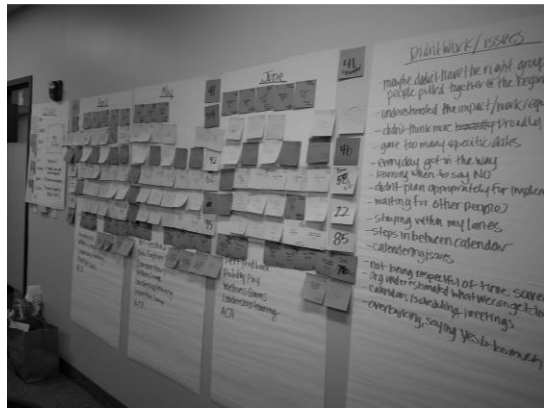
Partnering with business leaders to dig down to the root cause of their issues, solving problems and creating opportunity right at the pivot point.

Using our training and experience we deliver creative plans and solutions, utilizing our talent or training yours.

What We Do

Doing

- Strategic Planning Sessions
- Continuous Improvement Projects
- Full Service Project Management
- Change Management Planning
- Individual and Executive Coaching
- Employee and Leader Development



Teaching

- Customized Curriculum Development
- Onsite or Online Training Options
- Lean and Six Sigma Programs
- Project Management
- Employee and Leader Development
- Change Management at all Levels

Speaking

- Keynote Presentations
- Workshops
- Conference Sessions
- Employee and Customer Events
- Professional Meet Ups

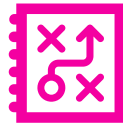


Topics and Expectations

Role of Culture in:



Job
Descriptions
Interviews
Selection
Process



Setting your
new hire up for
success
Pre day 1
Day 1
Post day 1



Performance
feedback &
1:1's



\$115K Out the
door

3 Part Series – Part III

Goal: Well rounded understanding and application

#1 The Value of Creating Culture in Your Company and Using It to Build Success



#2 Leadership is Exhausting: How to Overcome the Hurdle and Enjoy It



#3 Using Your Culture to Hire, Onboard, Lead and Offboard

Part I Recap

Creating Culture with Values, Principles and Behaviors



The Value in Values

Help With Consistent Decision Making

- Align to company goals and vision
- Provide moral direction

Improve Employee Communication

- Ensure consistent, meaningful and clear communication

Direct Impact On Employee Motivation And Engagement

- Improved understanding helps motivate the team to work harder to demonstrate and achieve them
- They know what is expected of them

Customer And Clients Understand What Your Company Stands For

- Improve alignment and create relationships
- Competitive advantage

Attract And Retain Top Talent

- Useful in entire employee lifecycle

Consistent Communication, Rewards And Recognition

- Common values and beliefs support messaging and motivation

Principles

Help clarify company values and objectives in relation to working towards your company mission, purpose and strategy



Extension Of
Values



Describe The
How



Operational
Activity



Tag line Or
Saying

Behaviors and Expectations

Adding more description to ensure understanding and support predictive results.



Clear Expectations



Removes Ambiguity



Adjusts Past Experience



Tie Into Everyday Activity



Used For Motivation And Recognition

What Does It Feel Like?



Leaders who serve, develop, practice, learn, listen

Accountability

Challenging Goals

Learning Centered

Trust and Respect

Workplace Involvement

Diversity



Leadership Definitions

Noun, Adjective OR Verb?

1. The **action** of leading a group of people or an organization¹.
2. **Art of motivating** a group of people to act toward achieving a **common goal**².
3. A **process** whereby an individual influences a group of individuals to accomplish a common goal³.
4. A person **influences others through social influence, not power**, to get something accomplished (bosses use power to get things done)⁴.

What Good Looks Like

Not Limited to the below

Serves The Needs Of The Team	Listening	Developing	Coaching & Motivating	Always Learning	Admits Fault
Accepts Mistakes	Teaching & Challenging	Confronts Issues	Engaged	Guides without answers	Confident
Emotionally Stable	Accountable & Responsible	Authentic	Genuine	Clear Goals	Honest/ Integrity
	Inspirational	Influencer	Self Aware	Hires Talent	

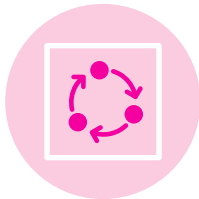
When It's Bad.....

The list is endless



Truth

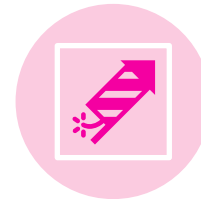
Leadership is a 24/7, 365 days a year job



EXHAUSTING



REWARDING



EXCITING



PRIVILEGE



HUMBLING



DEVELOPING



CONSTANT



LEARNING

Strategies to Make It Less Stressful

Understand Your Goals

- Work backwards to confirm inputs (activity & manpower), plant recognition, consistent communication

Daily, Weekly, Monthly

- Remove ambiguity, focus your time on what's valuable, be ready for the unknown

Do It, Delegate it, Defer It, Delete It

- It's applicable to more than your inbox

Roles, Responsibilities, Competencies, Behavior

- How can you coach, motivate or develop when you don't know what you expect?

Prep for Almost Any Situation

- Ensure professionalism, confidence and positive outcome

Why Spend The Time?

Creates **alignment** of efforts towards the critical business drivers

Identifies **unique roles** and responsibilities for all levels

Ensures people **spend more of their time on the most effective strategies**

Outlines **shaping plans** and focuses attention on progress and improvement

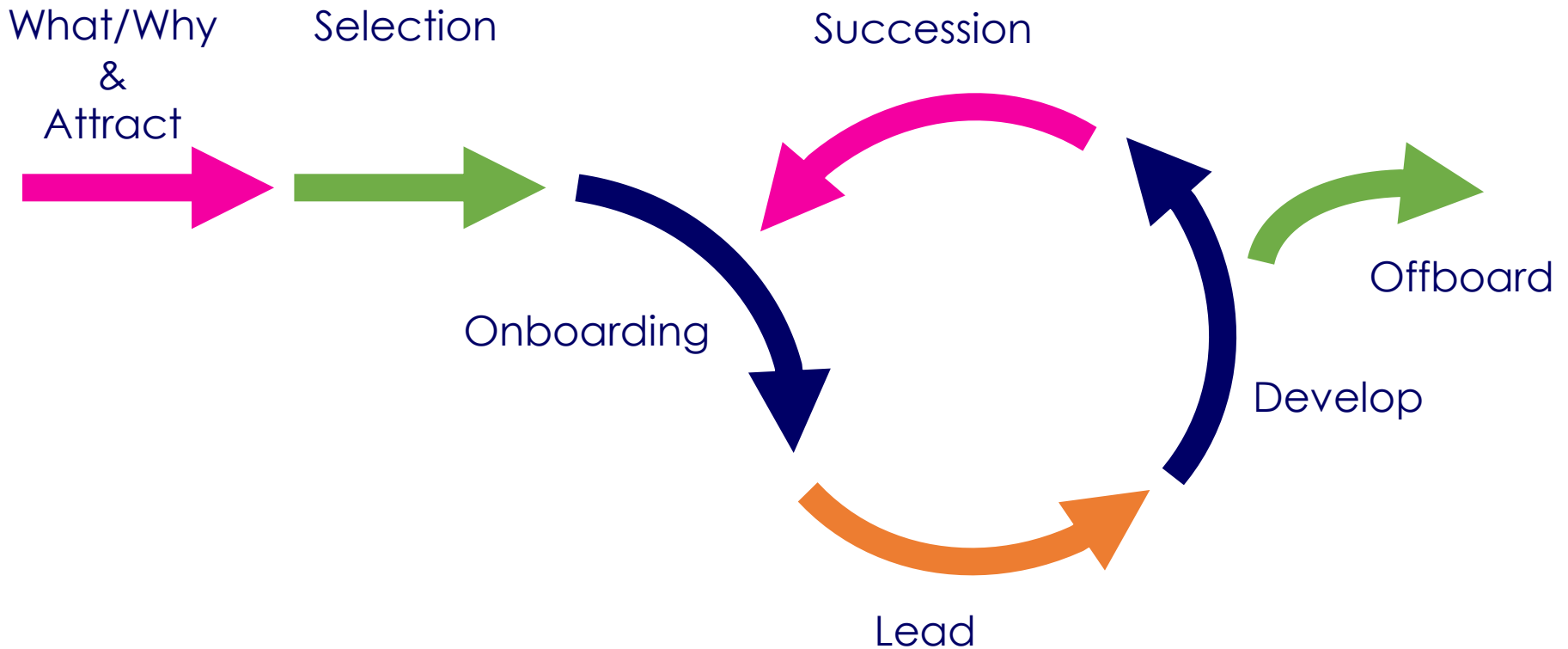
Set employees up for success, so everyone wins

Even More Important!

- **A business' success depends on its capacity to build a workforce in which everyone has the skills and behaviors they need to succeed amidst a shifting landscape.²**

Position/Role/Employee Life Cycle

We care about the individual's experience before, during and after their time with our organization



What does this role do?



Impact on functions or
customer



Key Deliverables



Accountabilities



Metrics

How will they be successful?

What they should know vs What we can teach

Skill: Specific technical knowledge and abilities required for success in a job

- Degree and/or experience
- Years of application
- Certifications and/or experience
- Software knowledge
- Analytics and data mining
- Marketing
- Specific to the function: Marketing, IT, Accounting, Legal, etc.

Competency = Knowledge + Skill + Ability

Interpersonal attributes for success in this role

- Communication
- Storytelling
- Drive for results
- Leading without authority
- Public speaking
- Motivating
- Delegation
- Business acumen

Competencies: What & Why



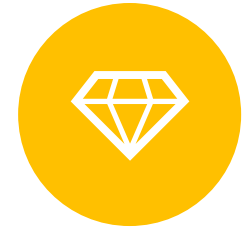
TAKES THE
SKILLS AND
INCORPORATES
THEM INTO ON-
THE-JOB
BEHAVIORS.



CREATES
CONSISTENCY
ACROSS AN
ORGANIZATION
REGARDING
TALENT
PRACTICES








3 GROUPS:
BEHAVIORAL
TECHNICAL
LEADERSHIP































VALUABLE FOR
LONG-TERM
PLANNING

Development Journey

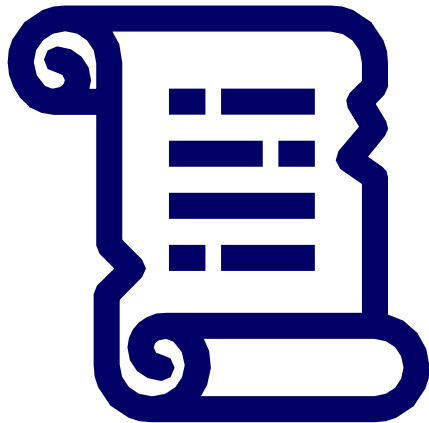
Create expectations

-  Not Needed
-  Nice to Have, Received Training
-  Needed, but Not proficient, Can Apply
-  Required, Advanced Application
-  Can teach/coach

	Action Item	Priority	I	II	III	IV
S	1440/Vision/Mission					
C	Action Oriented (Creates Urgency)					
C	Being Resilient					
S	Blue Sheet/Blue Sheet Lite					
S	BRD					
C	Builds Effective Teams					
C	Builds Networks					

Job Description

One Document, Many Uses



- Used for any of the following:
 - Recruitment
 - Salary leveling
 - Conducting performance reviews
 - Establishing titles and pay grades
- High level overview of company, mission, culture, goals, benefits
- Job responsibility/ Essential job functions
- Experience
- Qualifications
- Travel
- Physical demands
- Work environment

JD: Better Practices

To apply or not to apply.....

What you'll
need to
succeed....

What you'll
do on a
typical
day.....

Be a part of
something
big!

About the
job.....

Why you'll
be
great.....

3 Reasons
you should
apply.....

Interview: What's Your Standard?

Formats

- Informational
- Phone screen
 - Individual
 - Group
 - Panel
 - Technical
- Multiple-round

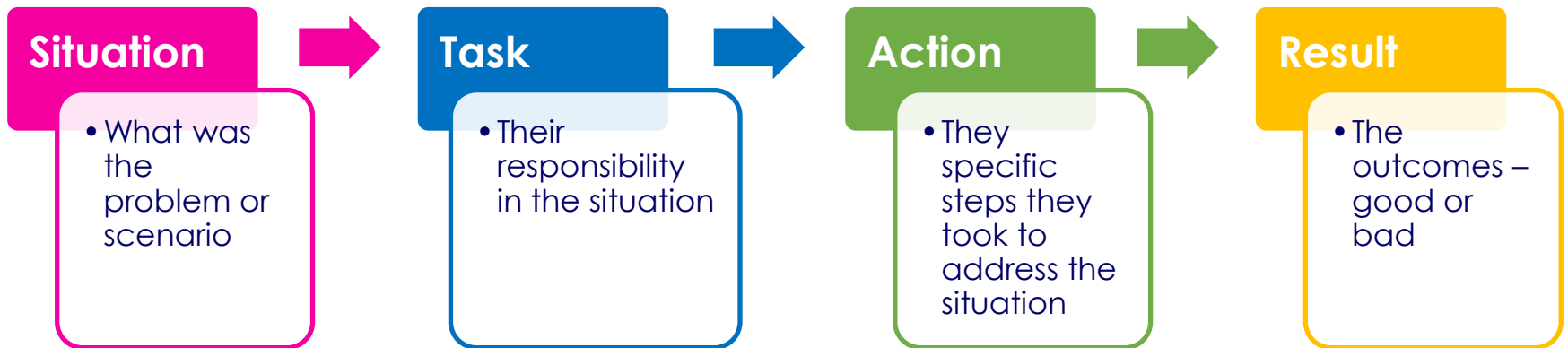
Question Style

- Open-ended
 - Situational
 - Behavioral

Before you do anything.....What is your companies intake process? Has the recruiter listened to the customer (you)?

Competencies & Behavioral Questions

Assess the soft skill accurately - STAR



Candidate Selection

More than just what they said.....

SAMPLE FORM: Candidate Evaluation

1 - Unsatisfactory; 2-Below Expectation; 3-Above Expectation; 4-Exceeds Expectation

Items To Ask about, Look for:		1	2	3	4
Educational Background Does the candidate have the appropriate educational qualifications or training for this position? Comments:	<i>Document what 'good looks like' for this role.</i>				
Prior Work Experience: Has the candidate acquired similar skills or qualifications through past work experiences? Comments					
Technical Qualifications/Experience: Does the candidate have the technical skills necessary for this position? Comments					
Verbal Communication: Did the candidate demonstrate effective communication skills during the interview? Comments					
Candidate Enthusiasm: Did the candidate show enthusiasm for the position and the company? Comments					

Onboarding Plan

Name
Position
Hiring leader
Start Date

Plan for success!

	Item	Who	When	Status	Self Evaluation	'Trainer' Evaluation	Comments & Follow up
1	Welcome email	Hiring leader	Immediately after offer acceptance				
2	1st day expectations - Email/Call	Hiring Leader	D-7				
3	Desk prep		D-7				
4	IT/Software prep		D-7				
5	Welcome lunch scheduled		D-7				
6	Meet & greets scheduled		D-7				
7	Tour		D1				
8	Role Expectations		D1				
9	Company overview		D1				
10	Email/Voicemail		D1				
11	Social media do's/don'ts		D1				
12	Culture and values		D1				
13	Shadow role 1		D2				
14	Shadow role 2		D3				
15	Shadow role 3		D4				
16	Tools/Templates		D5				

Feedback Cadence



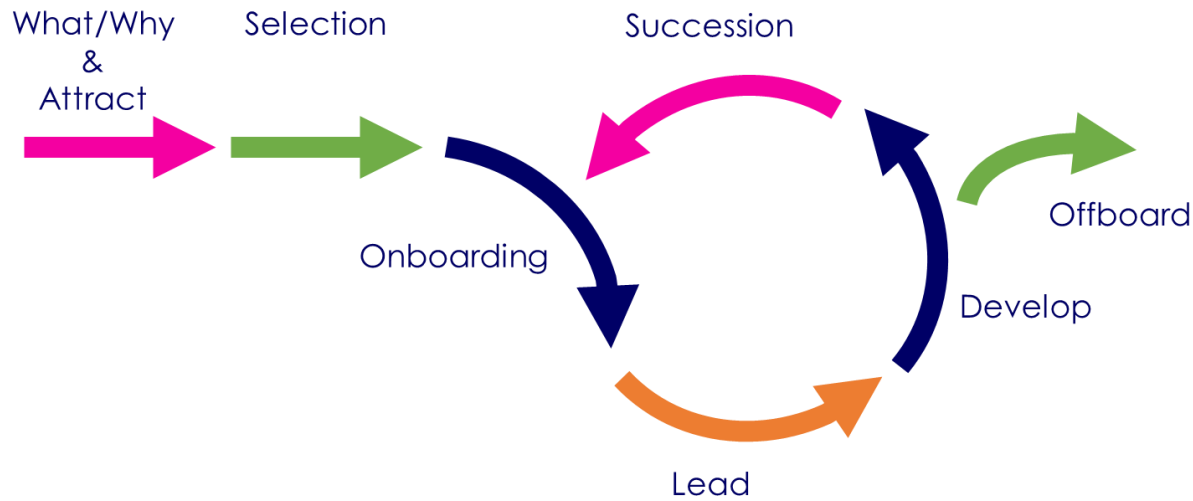
New Hire



Ongoing
Development



Performance
Feedback



**Everyone
should
know
where
they
stand,
always.**

Behavioral Based Motivation

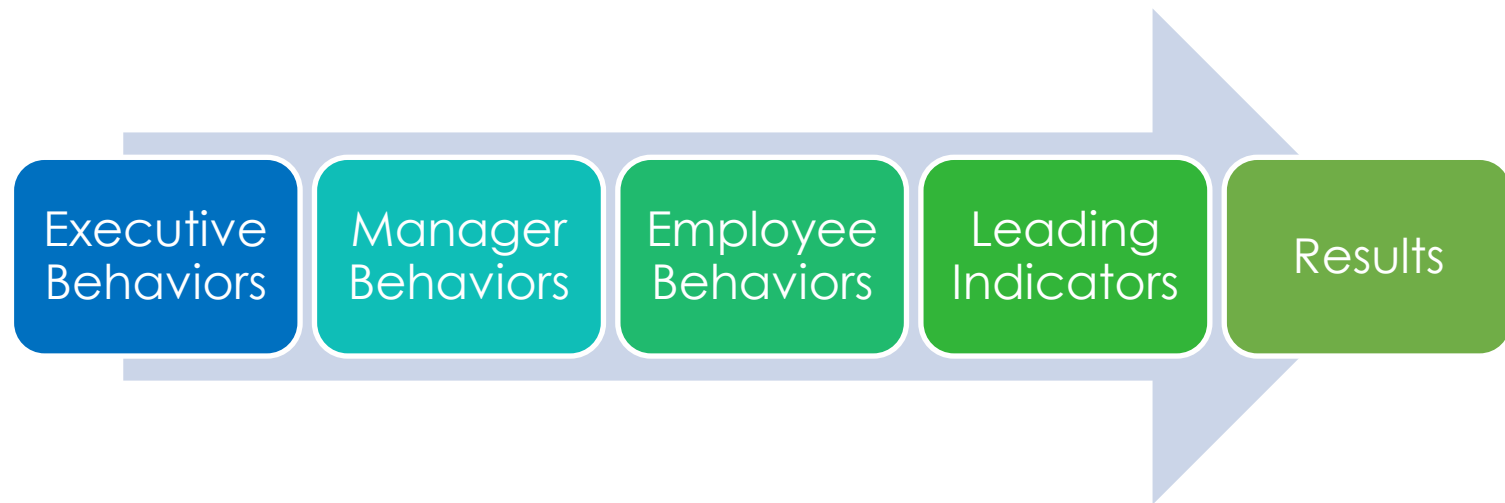
Linking Behaviors to Results

Motivation

Our drive or willingness to do something. In the workplace, things like achievement, power, social status, growth and even fear motivate employees to perform.⁵

Behavior-based theory of motivation

Contends that by manipulating certain behaviors in employees, they are more or less likely to perform.⁵



Discretionary Effort

"Discretionary effort is the level of effort people could give if they wanted to, but above and beyond the minimum required." — Aubrey C. Daniels, Ph.D.

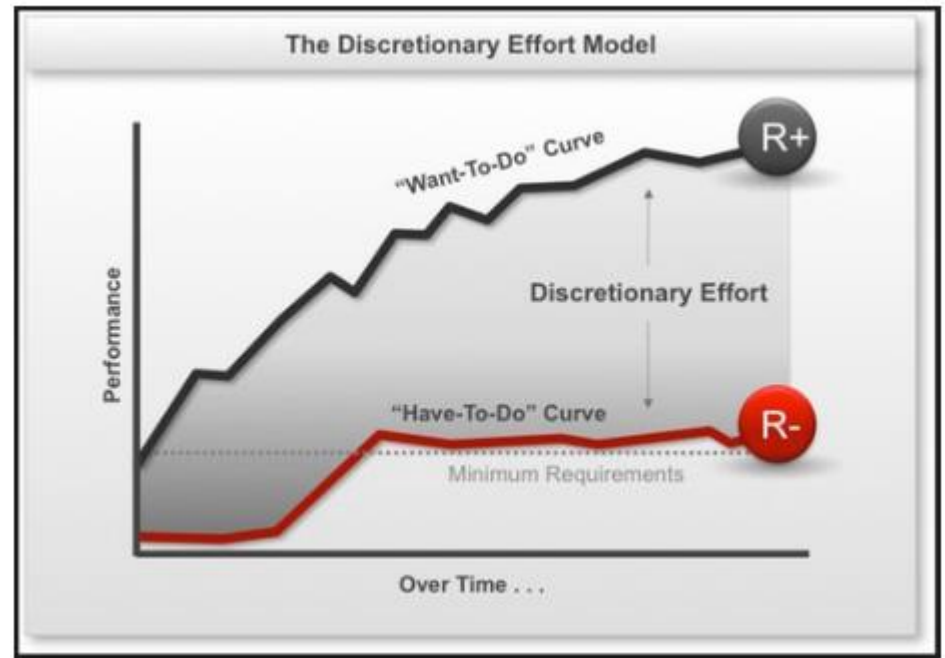


Figure 1. The Discretionary Effort Model. From Aubrey Daniels International. Retrieved from [https://www.aubreydaniels.com/discretionary-effort#:~:text=%22Discretionary%20effort%20is%20the%20level,in%20trouble%20\(negative%20reinforcement\).](https://www.aubreydaniels.com/discretionary-effort#:~:text=%22Discretionary%20effort%20is%20the%20level,in%20trouble%20(negative%20reinforcement).)

Increase The Desired Behavior

Decrease/Extinguish The Rest

Positive
Reinforcement

Negative
Reinforcement

Punishment

Penalty

Intention vs Impact

Intention: a thing intended; an aim or plan

Impact: have a strong effect on someone or something

Shaping Behavior



Positively reinforcing successive activities toward a goal



How?

Look for small improvements
Positively reinforce any improvement
Set goals just above where someone is performing
Never stop reinforcing

Better Suited For Another Opportunity



DID WE HIRE WELL? WERE THEY A GOOD FIT FROM THE BEGINNING?



DID WE ONBOARD THEM AND PROVIDE THEM THE TRAINING AND TOOLS TO BE SUCCESSFUL?



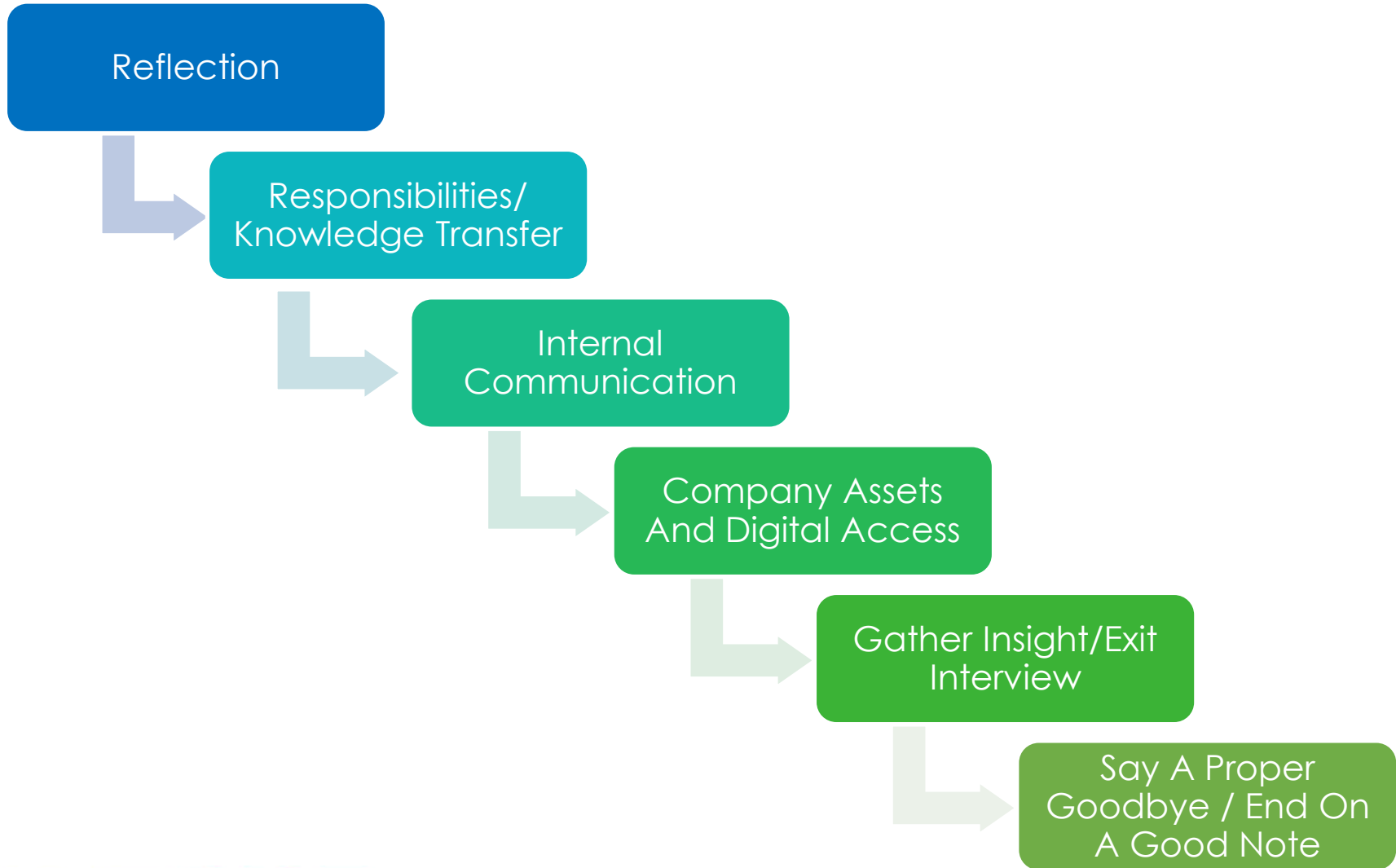
DID I COMMUNICATE WHEN I SAW WARNING SIGNALS?



DID I CREATE WAYS TO HELP THEM IMPROVE?

What do your values say? Did you demonstrate them?

Offboarding



Next Steps

It's On You.....

Culture

- Values
- Principles
- Behaviors and expectations

Behavioral Based Motivation

- Link behaviors to results, for all positions
- Implement touch points
- Plan for challenging and winning situations

Role Specifics

- Skills and competencies
- Development journey
- Job description
- Interview format
- Selection methods
- Onboarding plan

Feedback / Touchpoints

- Types, goals and cadence
- Set the standard for the organization
- Implement leading indicators

Offboarding / Continuous Improvement

- Standard process
- Ongoing respect for all parties
- Share lessons learned

Like What You Heard?

Want more? Imagine what your company would look and feel like if you had:



Increased
motivation



Alignment and
consistency



Challenging
goals



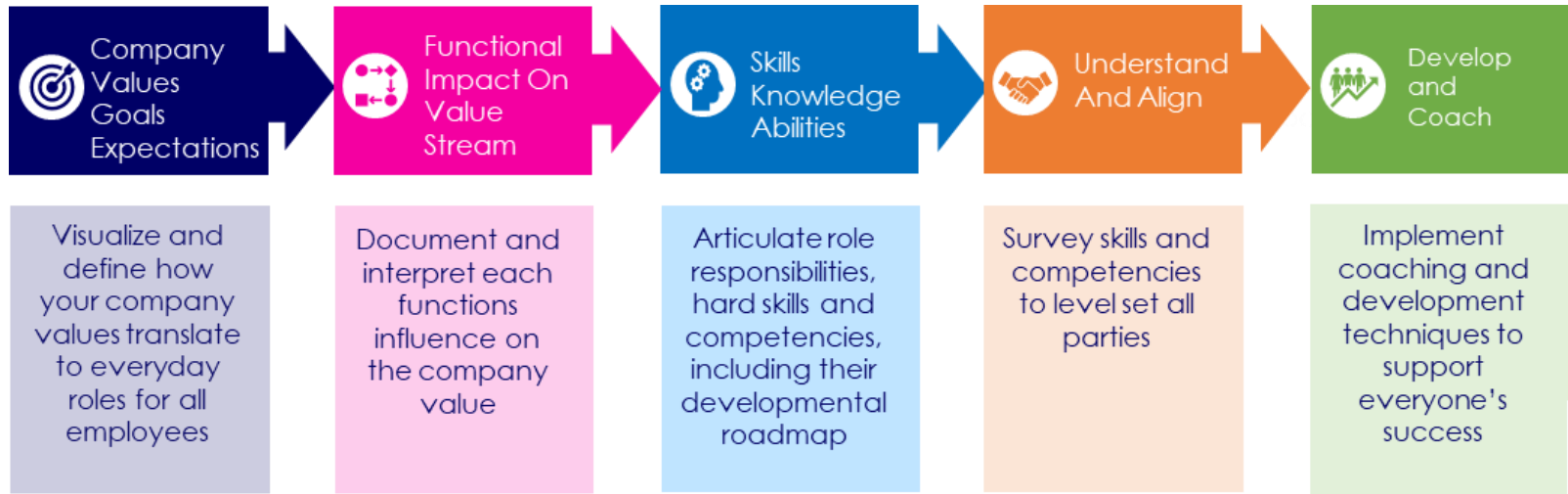
Outperforming
results



Excitement

Pivot With Us - Suggested Solutions

Process Approach Or A La Cart



Deep Dives:





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