

Kaiser Associates – Strategy Immersion: Sample Tactics

Onboarding Phase	Element	Sample Tactics	Application Advice
Prepare	<ul style="list-style-type: none"> Pre-Day One self-education on company, culture, values, and strategy 	<ul style="list-style-type: none"> Include the annual report in the new hire package – a version with call outs for what is most relevant to the new hire and his or her role 	<ul style="list-style-type: none"> Personalizing the information by use of notes/call outs makes information more relevant and reinforces “valued connectedness”
Orient	<ul style="list-style-type: none"> Introduction to company strategy by leaders Break down the strategy by organizational element and functional area 	<ul style="list-style-type: none"> When firm leaders get up and introduce themselves, in the leadership message, they need to share more information about the strategy – real time, and updates on what doing to execute against it Hiring managers conduct conversations with new hires explaining how their organization supports the broader strategy and the individual’s role Use the stakeholder map to illustrate the key players in the strategy Compare and contrast company strategy to that of the new hire’s former employer, if appropriate 	<ul style="list-style-type: none"> Leaders should go into the strategic mandate and how the various components of the organization work together to achieve it – going beyond mission and vision Incorporate content around how employees had an effect on strategy Use illustrative examples from various parts of the business so that each new hire can find an element that relates to his or her role
Integrate	<ul style="list-style-type: none"> Continue to incorporate strategy content into discussions with new hires 	<ul style="list-style-type: none"> Conversations with mentor at three-month touch-point Brown bag discussions with experienced employees from a variety of businesses and functional areas Managers and/or mentors conduct debriefs following any company-wide strategy related announcements 	<ul style="list-style-type: none"> Strategy is unveiled in layers, as new hires gain more context Relate strategy to the new hire’s role Cover all the key content areas: competition, customers, supply chain, brand, etc.
Excel	<ul style="list-style-type: none"> Capture the new hire’s perspective on strategy Continue to incorporate strategy content into discussions with new hires 	<ul style="list-style-type: none"> Conduct periodic strategic insight interviews with the new hires Incorporate as a discussion topic into the regular new hire summits Continue discussions with mentor at regularly scheduled intervals Brown bag discussions with experienced employees from a variety of businesses and functional areas Managers and/or mentors conduct debriefs following any company-wide strategy related announcements 	<ul style="list-style-type: none"> Soliciting new hire’s perspective supports both teaching the strategy and reinforcing feelings of “valuedness” Strategy is unveiled in layers, as new hires gain more context Relate the strategy to the new hire’s role Cover all the key content areas: competition, customers, supply chain, brand, etc.