

## Kaiser Associates – Strategy Immersion: Sample Tactics

Onboarding Phase	Element	Sample Tactics	Application Advice
Prepare	<ul style="list-style-type: none"> <li>Pre-Day One self-education on company, culture, values, and strategy</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Personalizing the information by use of notes/call outs makes information more relevant and reinforces “valued connectedness”</li> </ul>
Orient	<ul style="list-style-type: none"> <li>Introduction to company strategy by leaders</li> <li>Break down the strategy by organizational element and functional area</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Hiring managers conduct conversations with new hires explaining how their organization supports the broader strategy and the individual’s role</li> <li>Use the stakeholder map to illustrate the key players in the strategy</li> <li>Compare and contrast company strategy to that of the new hire’s former employer, if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Incorporate content around how employees had an effect on strategy</li> <li>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</li> </ul>
Integrate	<ul style="list-style-type: none"> <li>Continue to incorporate strategy content into discussions with new hires</li> </ul>	<ul style="list-style-type: none"> <li>Conversations with mentor at three-month touch-point</li> <li>Brown bag discussions with experienced employees from a variety of businesses and functional areas</li> <li>Managers and/or mentors conduct debriefs following any company-wide strategy related announcements</li> </ul>	<ul style="list-style-type: none"> <li>Strategy is unveiled in layers, as new hires gain more context</li> <li>Relate strategy to the new hire’s role</li> <li>Cover all the key content areas: competition, customers, supply chain, brand, etc.</li> </ul>
Excel	<ul style="list-style-type: none"> <li>Capture the new hire’s perspective on strategy</li> <li>Continue to incorporate strategy content into discussions with new hires</li> </ul>	<ul style="list-style-type: none"> <li>Conduct periodic strategic insight interviews with the new hires</li> <li>Incorporate as a discussion topic into the regular new hire summits</li> <li>Continue discussions with mentor at regularly scheduled intervals</li> <li>Brown bag discussions with experienced employees from a variety of businesses and functional areas</li> <li>Managers and/or mentors conduct debriefs following any company-wide strategy related announcements</li> </ul>	<ul style="list-style-type: none"> <li>Soliciting new hire’s perspective supports both teaching the strategy and reinforcing feelings of “valuedness”</li> <li>Strategy is unveiled in layers, as new hires gain more context</li> <li>Relate the strategy to the new hire’s role</li> <li>Cover all the key content areas: competition, customers, supply chain, brand, etc.</li> </ul>