Lifecycle Leadership
Series Overview
Lifecycle Leadership

• Leadership is not one size fits all
• Leadership looks different at each stage of the employee lifestyle
• The employee lifecycle includes
  1. Recruitment, interviewing, hiring
  2. Onboarding & new employee experience
  3. Development & career advancement
  4. Discipline & Corrective Action
  5. Retention & Offboarding
• Each stage has different needs, goals, common issues, etc.
• As a leader, you need to be intentional about leading your employees through each stage
Stage 1: Recruiting, Interviewing, Hiring

The Process:

- Writing a compelling job description
- Posting the job
- Actively recruit and grow the applicant pool
- Develop search committees and interview panels
- Schedule and conduct interviews
- Make an offer
- Ensure Federal Compliance (I-9)
Stage 1: Recruiting, Interviewing, Hiring Needs & Goals

The candidate experience
• Make a good first impression
• Communicate clearly and frequently
• Show genuine interest before, during, and after interviewing
• Perceived fairness and transparency

The organizational experience
• Find talent, experience, and character
• Fill vacancies quickly
Stage 1: Resources

Kelly Oliver
Ellen Drummond
Cleola Butler
What are some of the challenges of leading through this stage?
What barriers do you face?
What makes leading through this stage hard?
What questions do you have?
What would help you be a more effective leader in this phase?
Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?
Stage 2: Onboarding & New Employee Experience
Stage 2: Onboarding Needs & Goals

- Inclusion & Belonging
- Equipment & Resources
- Understanding the role
- Understanding the team
- Understanding the organization
- Setting the employee up for success, engagement, and retention
## Stage 2: Onboarding

Onboarding is much more than a half day orientation class lead by HR, it includes:

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<thead>
<tr>
<th>Pre-Boarding</th>
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<td>• Introduce &amp; prepare the team</td>
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<td>• Ensure equipment is ready</td>
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<td>• Instruct new employee on where to find/complete required documentation</td>
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<td>• Instruct new employee on first day logistics/what to expect</td>
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<thead>
<tr>
<th>The First Day Experience</th>
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<td>• Greetings, introductions, lunch plans, etc.</td>
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<td>• Equipment ready to go</td>
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<td>• Project preview, office tour, etc.</td>
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<th>The First Week</th>
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<td>• Check-in, answer questions, help eliminate barriers</td>
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<td>• Assist with any issues obtaining parking, ID card, metro card, email signature, time sheets, etc.</td>
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<th>The First Month</th>
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<td>• Check-in, make sure employee is settling in, transitioning well, enjoying the work. Address concerns and ask how you can continue to support.</td>
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<td>• Remind employee to enroll in benefits, complete compliance training, etc.</td>
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<th>The First Six Months</th>
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<td>• Check-in, see if there's anything else the employee needs to feel fully settled. Address concerns and ask how you can continue to support.</td>
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<td>• Remind employee that probationary period is complete and advise on changes</td>
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<td>• Start thinking about growth opportunities</td>
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Stage 2: Onboarding Resources

Post Offer

- Manager Checklists: The Employee's First Day and Week (9/26/2022)
- New Employee Orientation (New benefit-eligible staff members are asked to attend New Employee Orientation)
- Obtaining a University Computer and Phone (5/19/2022)
- Preboarding and Onboarding Template

https://www.umsl.edu/services/hrs/managers/hiring-toolkit.html

Mark Fetters
Senior HR Partner
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Stage 3: Development & Career Advancement

Development
- Foster a growth orientation
- Create a culture of regular, genuine, and specific feedback
- Consider employee's strengths and areas for improvement
- Consider how to capitalize on strengths and provide opportunities for stretch
- Consider how to develop areas for improvement

Career Advancement
- Take interest in employee's career goals
- Consider what the natural next step or position would be (preferably in-house)
- Consider what skills are needed for that position
- Identify and fill the gaps through training, mentoring, and/or new experiences
Stage 3: Development & Career Advancement

Performance Management Series:

- Foundations of Performance Management
- Calibration
- Understanding the Rating Scale
- Coaching Conversations
- Performance Management Panel Discussion
- Continuing to Manage Performance

Needs/Goals/Challenges:

- Retain talent
- Maximize employee potential
- Foster employee satisfaction
Menti Meter – Recruiting & Hiring

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Please scan the QR code below or go to www.menti.com and enter the voting code: 1812 6896
Stage 4: Coaching & Corrective Action

• Notice a performance concern
• Initiate a conversation
  o Listen to understand
  o Map contributions
  o Give clear behavioral feedback
  o Take appropriate corrective action
  o Be consistent
  o Create a clear plan
  o Set/clarify expectations
  o Offer support
• Document the conversation (formally or informally)
• Follow-up & follow-through
• Use your HR Partner
Stage 4: Coaching & Corrective Action

Discipline Guidelines and Templates

- Discipline Guidelines
- Letter of Expectation Template (05/23)
- Verbal Warning Template - Word Doc (01/24)
- Written Warning Template - Word Doc (1/24)
- Performance Improvement Plan Template (09/06/2022)
- Probationary Counseling Form (rev. 03/2022)
- Termination Prep & Separation Checklist
Menti Meter – Recruiting & Hiring

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Stage 5: Retention & Offboarding

• Provide Recognition
• Foster Belonging
• Continually invest in team culture
• Promote work life balance
• Provide opportunities for growth
• Communicate the importance and meaning in the work
• Seek feedback – are your employees satisfied? Why or why not?
• Continue to grow and develop your leadership skills because supervisors are critical to retention
Stage 5: Retention & Offboarding

Retention
• How can I keep this person on my team?
• How can I keep this employee in my organization?

Offboarding
• Succession planning
• Exit surveys
• Organizational Ambassadors
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Questions?