CONTENTS

Acknowledgments xi

PART I
PREPARE FOR YOUR NEW EMPLOYEE’S SUCCESS BEFORE YOU START RECRUITING

CHAPTER 1 Understand the Organization-Wide Benefits of a Total Onboarding Program: An Executive Summary 3

CHAPTER 2 Clarify Your Destination and Messages to the Candidate and the Organization 17
Forms and Tools
2.1 Purpose and Priorities (Downloadable), 21
2.2 Onboarding Track Record (Downloadable), 23
2.3 Messages (Downloadable), 26

CHAPTER 3 Craft Your Time Line, Write a Recruiting Brief, and Align Your Stakeholders 29
Forms and Tools
3.1 Total Onboarding Program Time Line (Downloadable), 30
3.2 Recruiting Brief (Downloadable), 38

PART II
RECRUIT IN A WAY THAT REINFORCES YOUR MESSAGES

CHAPTER 4 Create a Powerful Slate of Potential Candidates 47
Forms and Tools
4.1 Employment Brand (Downloadable), 52
viii CONTENTS

4.2 Candidate Sourcing (Downloadable), 66
4.3 Candidate Tracking (Downloadable), 67

CHAPTER 5 Evaluate Candidates Against the Recruiting Brief While Pre-Selling and Pre-Boarding 69
Forms and Tools
5.1 On-Site Interview Day Plan (Downloadable), 74
5.2 Interview Guide (Downloadable), 81
5.3 Interview Debrief (Downloadable), 87
5.4 Reference/Background Check (Downloadable), 90

CHAPTER 6 Make the Right Offer, and Close the Right Sale the Right Way 95
Forms and Tools
6.1 Offer Closing Process (Downloadable), 99

PART III GIVE YOUR NEW EMPLOYEE A BIG HEAD START BEFORE DAY ONE

CHAPTER 7 Co-Create a Personal Onboarding Plan with Your New Employee 113
Forms and Tools
7.1 Personal Onboarding Plan (Downloadable), 117
7.2 Onboarding Conversation Guide (Downloadable), 125

CHAPTER 8 Manage the Announcement to Set Your New Employee Up for Success 129
Forms and Tools
8.1 Announcement Cascade (Downloadable), 138

CHAPTER 9 Do What It Takes to Make Your New Employee Ready, Eager, and Able to Do Real Work on Day One 143
Forms and Tools
9.1 Accommodation Checklist (Downloadable), 145
## Contents

### PART IV
**ENABLE AND INSPIRE YOUR NEW EMPLOYEE TO DELIVER BETTER RESULTS FASTER**

**CHAPTER 10**  
Make Positive First Impressions  
Both Ways  
*Forms and Tools*  
10.1 Pseudonewcomer Audit (Downloadable), 168  
10.2 New Employee as Valued Customer (Downloadable), 171

**CHAPTER 11**  
Speed Development of Important Working Relationships  
*Forms and Tools*  
11.1 Assimilation Checklist (Downloadable), 186

**CHAPTER 12**  
Provide Resources, Support, and Follow-Through  
*Forms and Tools*  
12.1 New Manager Assimilation (Downloadable), 203  
12.2 Acceleration Checklist (Downloadable), 204

### APPENDICES

**APPENDIX I**  
Organization-Wide Transformation  
*217*

**APPENDIX II**  
Sourcing Candidates on the Web  
*221*

Notes  
*225*

Glossary  
*231*

References  
*235*

About the Guest Experts  
*237*

About the Authors  
*241*

Index  
*243*