What It’s Like to Work Here: Introducing New Employees to Your Culture (& ESOP)

Agenda

- Overview
- 2 Case Studies:
- Your experience & examples
- Getting started
- Q&A -- throughout

Orientation: What Typically Happens?

**Initial Orientation**
- 1 day orientation
  - Give them the regular stuff
  - Explain the ESOP
  - Meet some co-workers
  - Get situated
- 60 or 90 day review
- That’s it – you’re “on board”!

**Later**
- Enter ESOP
  - Receive SPD, after meeting ESOP eligibility requirements
  - Receive 1st ESOP statement, 1.5-2 years after hiring
- Meantime: absorb culture via observation
  - What people say
  - How people behave
  - What gets rewarded / what is “out of bounds”
  - Leaders & peers
What is the result?

Culture as a Strategic Advantage

• What does good look like?
  – Leaders understand and consistently articulate how your culture is important to your success
  – Employee-owners hear it, see it, and lean into it
• To get there
  – Hire the right people: screening for fit
  – Get them up to speed
    • Clarify expectations early
  – Retain them
    • Compensation
    • Motivation: autonomy, purpose, mastery (see Drive, Dan Pink)
    • Performance feedback

What’s at Stake

• Performance: sustainable competitive advantage
• The data is on your side… but there are no guarantees
Two Examples

- BL Companies [www.blcompanies.com](http://www.blcompanies.com)
- North Highland Company [www.northhighland.com](http://www.northhighland.com)

BL Companies

- 12 month onboarding process
- Goals for what new employees need to know immediately & in 3 month segments
- Involves manager, peer coach, senior team
- Begins with recruiting/hiring
- Individualize pamphlet for each new hire
- See
  - BL Orientation Program
  - Print samples

North Highland Company

- Similar underlying structure
- 12 month onboarding process
- Goals for what new employees need to know immediately & in 3 month segments
- Involves interaction with broad range of leaders
- See: [North Highland "1st Year Experience"](http://www.northhighland.com)
Important Elements/ Getting Started

- Clarity about essential elements of your culture & reason for them
  - Values
  - Behavior
  - Links to company success: strategic advantage
- Road map (1st 12-18 months): what new employees need to know, when, from whom
- Calendar of activities, responsibilities, & accountability
- Formal interaction with Senior Team

Questions?

What Kind of ESOP Do We Want?

- Change Level of Engagement
- Level of Engagement: Fantasy ESOP, Culture Change, Benefits Only, Supporting Pillar
Additional References


• This ppt file
  – Download from link on your conference CD
  – https://www.dropbox.com/sh/3z1r65uotcd10xf/AACPUYUCEMPX2j7kuZiH6Vbwa?dl=0

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