



A Primer on On-Boarding

Introduction

We are delighted to be participating in this on-boarding process with you. This brief document is meant to orient you to the process and members of the team.

Purpose of On-Boarding

Our purpose is to optimize your coming “on board” at the Cleveland Clinic. Our premise is that effective function in a new organization requires knowledge of the culture and processes, as well as tremendous self-awareness, and, as we will discuss, emotional intelligence to effectively lead in a health care environment. Our purpose in this “on-boarding team” is to accelerate your learning about the Cleveland Clinic and to help you enhance your own self-awareness in service of optimizing your leadership here.

The On-Boarding Team

In addition to you of course, the on-boarding team consists of Colleen Dolgan, R.N., M.A., Cheryl Barker, Ph.D. and Kathleen FitzSimons, Ph.D. Dr. James K. Stoller, who holds a masters degree in Organizational Development and who serves as the Executive Director of Leadership Development at the Clinic, will be a member of the team to help as well.

The Process

Attached please find a proposed road map of the on-boarding experience. As you will see, this will involve participating in several self-assessments and then later a so-called “assimilation meeting”. The self-assessments, consisting of a Myers-Briggs Inventory and a 360° Feedback Assessment, are meant to enhance your awareness of your ideal self, to conduct a personal “balance sheet”, and to help you develop an action plan toward achieving this vision of your “ideal self” as a leader. We will offer coaching on the results of these instruments that are meant to jump start your developmental process and we will ask you to develop a personal “SWOT” analysis (strengths, weaknesses, opportunities, and threats), which will be the subject of later conversation with you as an on-boarding team.

Following the initial phase of self-assessment, we will organize an “assimilation meeting,” in which we ask you to assemble key members of your team in an off-site session to better familiarize the leader with the group and the group with the leader. We will, of course, tell you more about this as the time approaches but are happy to discuss sooner should you wish.

Overall, we regard this “on-boarding” experience as a commitment of the Clinic to your leadership success. The team has been assembled in service of your optimal performance and success as a leader and we look forward to our work together.