

### Purpose

Managers are crucial to a new hire's successful integration at the university. They provide direction and feedback while building knowledge and facilitate establishing key relationships. It is the managers job to be a resource to help their employees navigate, integrate, and succeed in the workplace.

### Top 10 Manager Behaviors

1. **Provide praise**, appreciation, and meaningful positive feedback regularly.
2. **Set expectations** and define responsibilities to attempt to avoid miscommunication. Communicate thoroughly and provide clear guidance on assignments. Setting context and helping employees understand the big picture can greatly help them understand tasks.
3. **Be supportive** and encouraging. Make the time in your day to be available for your employees to come chat with you. Pay close attention to mood cues; if an employee is upset, listen and try to understand their concerns.
4. **Listen** to the needs of your employees and try to accommodate those needs as much as possible (e.g., give noise-cancelling headphones in loud settings; offer light minimizing accommodation if needed to address flickering office lighting).
5. **Encourage employees** to work autonomously and to engage with their mentor, buddy, peers and yourself if they need help.
6. **Invest in your employees** learning and development, encourage a growth mindset and empower and challenge them to learn and grow so that they may achieve their very best.
7. **Encourage teamwork** and facilitate collaboration within your team and with other teams. Treat your employees as individuals and celebrate open communication.
8. **Enable your team** to develop skills to advance their careers, but also be clear about expectations and give honest feedback about job performance.
9. **Have a clear vision** for the team and provide guidance, direction, leadership, and the support necessary to ensure that the team's goals are accomplished.
10. **Encourage your team to adapt to change.** Adaptable people tend to surround themselves with people of a similar mindset, establish a culture of learning and risk-taking. Mistakes are optimal opportunities to better ourselves and our decision-making skills.

### What to Expect

- Managers should schedule regular 1:1 meetings.
- Managers should discuss immediate goals and define how those goals are measured.
- Managers should provide regular feedback.
- Managers should be patient, supportive and empathetic.

### Managers should frequently ask...

- "How can I help you?"
- "Are my expectations clear?"
- "What challenges are you facing meeting your goals?"
- "What could have worked better?"

"Believe that anything is possible when you have the right people there to support you."



### What Not to Expect

- Managers should not set goals that are unattainable but instead should set realistic goals that are SMART (specific, measurable, achievable, realistic, and timely)
- Managers should not hope that an uncomfortable issue or conflict will resolve itself. Being proactive and addressing the issue head on is usually the best approach.

**Stay Engaged**

Make sure to keep the line of communication open with your new hire after the offer and before they start in the office. This is your time to shine and it's also a time when prospective employees get cold feet or are entertaining counter offers. Be sure to send a few friendly emails with additional information and assurances that you are happy that they are joining your team.

- Consider sending candy with a note, "Life is Sweet at Stanford"
- Email your new hire about Day 2 logistics (Day 1 Welcome Center information should have already been communicated by HR).
- Confirm start date, location, time, dress code, parking, etc.
- Outline what they can expect during their first week
- Send welcome email to team welcoming and introducing new hire and perhaps arrange a team lunch or ask that members of your team eat lunch with your new hire on different days during the first couple of weeks.

—YOU—  
**NEVER**  
*get a second*  
**CHANCE**  
 TO MAKE A  
 —Great—  
**FIRST—**  
 IMPRESSION

**Be Prepared**

Request that the admin team

- Clean the work area and set-up workspace with supplies and equipment
- Add the employee to building/organization mailing lists
- Provide office keys and building access information
- Assign a mailbox
- Order business cards (if needed)

**Manager Checklist**

- Submit requests for access technology tools and software (e.g., computer, phone, cell phone, email, software, etc.).
- Set-up meetings and introductions to critical stakeholders during the employee's first few weeks
- Set-up calendar with reoccurring team meetings and events
- Schedule a welcome breakfast
- Assign necessary training in STARS

**Did You Know?**

Organizations with a robust onboarding process experience 50% greater new hire productivity and 69% of employees are more likely to stay with a company for three years or more.

welcome