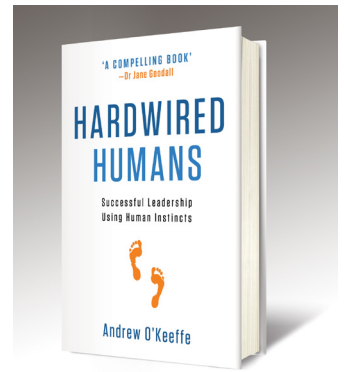


A New Person Joins Your Department



This series of **Leadership Instincts Aids** helps managers apply the nine human instincts to common leadership situations.

The nine instincts are explained in the book, *Hardwired Humans—Successful Leadership Using Human Instincts* by Andrew O'Keeffe. (The book is available in **print form** from www.hardwiredhumans.com or in bookshops in Australia and New Zealand and as an **e-book** internationally through your preferred e-book channel.) The book explains the science of each instinct and the implications of the instinct for leaders.

This aid describes the primary ways that instincts apply when a new person joins your department to help a leader to be as successful as possible.

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| 1. Prepare your approach to the person's orientation by asking yourself the 'gossip question': What do you want the new starter to say to their friends and family tonight when they talk about their first day? | Gossip |
| 2. Manage their very first impressions: be on time to meet them in reception, spend time with them at the beginning of the day, ensure that their work area is ready for them, their computer userids are arranged. | First Impressions to Classify |
| 3. Add the warm glow of positive emotion by doing something that surprises them. For example, having their business cards ready for them. | Emotions Before Reason |
| 4. Don't be too quick to hand the person over (off) to a buddy or to HR. The initial bonding should be with you as the manager. | First Impressions to Classify |
| 5. Be conscious that you are bringing a new member into your family-size unit (your team). Introduce them early to those they have not met during the recruitment phase. Organise a team morning tea on the new person's first day to facilitate social chit-chat. | Social Belonging |
| 6. Monitor how the team dynamics shift as the new person and the existing team members work out where they fit as the hierarchy re-establishes itself. Reassure those who feel diminished that they are valuable by spending time with them that day, such as reviewing a project they are working on. | Hierarchy and Status |
| 7. Give the new person something useful to get working on (rather than just filling time by having them read the Intranet). | Empathy |
| 8. In the first week, meet with the new person and share what's important to you (your values, your expectations, teaming behaviours). Likewise, have them share what's important to them (their desires and expectations). Weave in topics that allow you both to know more about each other than what you learned during the interviews. | Empathy and Mind Reading |
| 9. In the first week, gain a licence to give feedback along the way: 'If I see anything in your work – good or bad – that will help you I'll let you know. Is that okay?' You have now helped classify the reason you'll be giving feedback and have reduced any emotional tension on you in giving feedback. | First Impressions to Classify, Emotions Before Reason |

