



Including Leadership Expectations when onboarding new staff

Onboarding is the ideal time to communicate Leadership Expectations to new staff to set the standard for leadership behaviours in your team and agency.

This guide:

- supports [Building Leadership Impact](#) and the condition for positive change: Clear Expectations in context
- describes ways to use Leadership Expectations when onboarding staff
- includes guides and supporting resources.

Why this is important

Including Leadership Expectations in your agency onboarding provides new staff with clarity about Leadership Expectations and how it relates to their role. It also helps ensure consistent messaging across your agency.

It is important for new staff to understand:

- why and where the agency uses Leadership Expectations
- that leadership starts with personal leadership
- the context that applies to their job role
- how Leadership Expectations is used to help them do their job and contribute to their team
- how Leadership Expectations is incorporated into their role.

It is also important for new staff with direct reports to understand:

- how Leadership Expectations affects their role as a manager of people or knowledge
- the guides and support for using Leadership Expectations.

Your role as manager

As a manager it is in your best interests to onboard new staff effectively. Include information about Leadership Expectations in the onboarding pack, welcome email and/or induction event. The [Sample narrative](#) and [Sample email to new starters](#), can be adapted for your particular circumstances, have key messages about Leadership Expectations and how it applies to your agency and staff.

It is vital to help new staff understand [Leadership Expectations](#) in relation to their role as an employee in your agency. You could meet to go through and discuss the description of their relevant context, and the mindsets and expected behaviours for their role or you could provide them with the link to the materials to read through and explore in their own time.

After a few weeks, set up a meeting with new staff to discuss how they are going in the role. Use this opportunity to reiterate the importance of behaviours in performance expectations. [Measuring expected behaviours for my staff](#) and [Including Leadership Expectations in staff performance and development](#) support you to include Leadership Expectations in these conversations.

As you build your relationship with new staff and they become more familiar in their role, begin the process of encouraging self reflection as part of your regular one on one catch ups. You might explore a different expected behaviour at each catch up. By the time you have the first formal performance conversation you have already begun the positive practice of self analysis and the habits of coaching and development. Self reflection activities for staff are in [Taking responsibility for my development and growth](#), [Measuring my expected behaviours](#) and [Including Leadership Expectations in my performance and development](#).

It is important to set the foundations for Leadership Expectations early so you are in a strong position to have productive conversations and provide constructive feedback on performance and development.