



The Flourishing Culture Podcast Series

“A Clear, Wise Onboarding Strategy that Really Works“

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Chad Carter

Female: Today’s podcast is brought to you by BCWI’s 360 Leadership Assessment.

Male: Welcome to the Flourishing Culture Podcast, where you’ll learn how to build a flourishing workplace culture that drives the ministry impact of your organization, your church, or your company, brought to you by the Best Christian Workplaces Institute. Now here’s your host, BCWI president, Al Lopus.

Al Lopus: Hello, and thanks for joining us again on Flourishing Culture Podcast. Do you remember your first day on a new job? Do you remember those feelings of excitement, possibly even some anxiety? Well, of course you do. That’s why research shows us how important onboarding is to the life cycle of employees.

Sitting in with me today is one of the most gifted, experienced professionals who really understands how to build a healthy organizational culture starting with onboarding. In the next few minutes, he is going to walk us through a proven strategy designed to help you increase the success of every employee starting out in your organization.

I want to welcome my friend, Chad Carter, the senior director of human resources for The Gideons International. Based in Nashville, Tennessee, The Gideons International focuses on telling people about Jesus through sharing personal testimony and providing Bibles in 95 languages through 200 countries. For the past seven years, Chad has played a huge leadership role in this legendary ministry as they have transformed their culture.

Hi, Chad, and welcome to our podcast today.

Chad Carter: Hello, Al. It’s so good to be with you, my friend.

Al: Thank you, Chad. We're so glad you're with us here on the Flourishing Culture Podcast. You know, I'm eager to have you give our listeners the breakthrough strategy, which (as you and I have often discussed) can make a difference in the effectiveness and engagement of any new employee and ultimately the impact of the organization's culture.

You're going to walk us through the critical elements of onboarding, creating a clear path for new hires. I'm really looking forward to our conversation as you're going to give us four compelling best practices, some eye-opening onboarding stories, and three very timely questions to help every listener look closely at their organization's current onboarding process. So let's get started!

Chad, set the table for us. Give us a context for onboarding. You have some revealing research and some fresh observations.

Chad: The first thing I did was to start with research on this vital topic for all of our organizations. I started to research the U.S. unemployment rate. I used December of the last five years through the U.S. Bureau of Labor Statistics. I know that sounds riveting to our listeners, but it's important that when you're driving any kind of decisions, at least I believe you substantiate it with the right data.

For me, this data provided a trend analysis. Here in the U.S., we've nearly cut the unemployment rate in half within the five years. Why is this important to our organizations? The market is continuing to tighten up in the U.S., and with nearly full employment, Christian ministries will experience greater challenges with hiring, particularly hiring that top-tier talent.

Additionally, smoothly integrating employees into their new positions in the organization's culture is critical given that up to 20 percent of employee turnover occurs within the first 45 days of employment. I thought, "Wow! That's an amazing statistic!" That research is done by O. C. Tanner, a very reputable recognition company.

So the stakes are high to go back and to start all over in hiring yet another person once that individual leaves, especially at small organizations that can afford it least. Once you've attracted and hired the right person, then it's paramount you retain that person. You have to have an intentional plan, though.

The second thing I did, Al, was to review the engagement levels within U.S. employers via the Gallup organization's annual report on engagement. I'm somewhat making an assumption that the listeners look to organizations like Gallup, like the Best Christian Workplaces Institute, to gather data for themselves.

I think it's pretty common knowledge these days that engagement levels are amazingly low among the majority of employers in the U.S. It's sitting at about 33 percent. That's versus 70 percent for the world's best organizations. The 33 percent engagement level, though, is only 13 percent if you include

the global workforce. That goes way, way down. However, the 70 percent that represents organizations that are actively working on their levels of engagement, they're really wanting to do things the right way. That's why they had it at the 70 percent.

As I understand it, it's a bit different with Christian organizations. When I was doing this research, I contacted you guys there at the Best Christian Workplace Institute. Engagement across all Christian employers is sitting at about 54 percent actively engaged, 40 percent at neutral (which I thought that is a great opportunity or possibilities area right there in the middle), and 6 percent actively disengaged.

Onboarding is such a key element on the engagement of employees. The cost for not investing in the development of an effective onboarding program is far greater, though, than simply losing or just replacing an employee. I felt like that was my starting place, to say, "Do I really even need to do this work?" For me, all of those numbers relative to the Bureau of Labor Statistics, as well as Gallup, as well as the numbers you guys have there at the BCWI, those were my foundation.

AI: You know, Chad, I have often thought about first impressions. You know, when you make a first impression... We've all learned as young people how important it is to make first impressions. Onboarding, your first day on the job, is really a first impression. You know, of course you've met people in the interviewing process, but it's the first day on the job that really has a lasting impression. What are some of the key mistakes organizations are making that contribute to ineffective onboarding practices?

Chad: I hope that as I share some of these, hopefully I haven't done *all* of them. I'm confident I've done some of these. I've found about 12 common mistakes employers are making. I'm not going to go into all of those 12 at this point for the sake of time, but let me highlight four or five for us. We as employers are overlooking the opportunity to provide pre-boarding opportunities that help alleviate the big data dump on the first day.

The second one is employers have stayed with old methodologies. They haven't moved to a more online approach. By the way, the online approach used to be only affordable to large employers. That's not true today. A number of the current payroll providers that are in the marketplace have figured this out, that they need to have a competitive advantage. So they've provided online platforms for new hire information so that pre-boarding experience can be a successful and easy transition of information to the new hire.

Third, employers and their management are failing to articulate clear responsibilities to these new hires. This drives employee engagement or, might I say, *disengagement* relative to the new hire. They don't know what's expected of them.

Fourth, failing to address what a culture *builder* is versus a culture *buster*, providing that new hire a profile of what the behaviors look like in order to be a successful employee. We need to be able to tell people, "Here's what a successful employee looks like. Here are the behaviors of what that looks like."

Then finally, failing to deliver feedback to the new employee about their performance early and often. Al, you've heard me say this a number of times. Regular, ongoing feedback is a key component to engagement.

Al: That provides direct communication. Go direct. Right, Chad?

Chad: That's right! Exactly!

Al: You mean, Chad, you just don't spend that first day with your new employees at The Gideons going through the benefit program and having them sign up for their benefits?

Chad: We do, but we do a lot more than that.

Al: Uh-huh. Yeah. Chad, I bet you have a story about a first day onboarding or lack of onboarding process that maybe even you've experienced.

Chad: Al, unfortunately I do. I'd venture to say a lot of us do. For me, I'll never forget it. It's actually what drives genuinely the passion in me to do something different, to be intentional. I was 28 years old when I went to work for a large company to help them with HR and their mergers and acquisitions work. That's really what we did. On my first day of employment, I showed up to an empty office...literally.

Al: Empty! Meaning what? No furniture? No nothing?

Chad: Nothing! My new boss escorted me to my new office and walked off. Not even one thing had been thought of relative to my onboarding. You can imagine how that made me feel. For me, and I would imagine for most of us, it would say, "We don't care about you." Sincerely, I felt abandoned in that situation.

As my new boss walked off, I kind of yelled out to him (because he was already several steps away), "What would you like for me to do to find a desk and a chair?" He kind of yelled back at me over, you know, his left shoulder, "Talk with UL." I didn't know who "UL" was or if that stood for some initials for something. Candidly, I had no idea what that meant.

The long and the short of it was it took me more than a month of working every day to simply gain the cooperation of others to get a desk, a chair for me to sit in, a chair for guests to sit in, a computer, a phone, desk supplies. I mean, basic necessities to be able to do my job. Just so I set some context for our

audience, we did nine mergers and acquisitions in nine months. We grew from \$25 million to \$425 million.

Because people were being treated just like I was, they were going out the back door as fast as they were coming in the front door. I made a commitment right then and right there I would make certain no one ever had to experience what I experienced that day within the organizations I serve. I hope whoever listens to this will make that same commitment, Al, because this kind of stuff is happening in organizations all over the world. Simply put, it doesn't have to happen.

Al: No, it doesn't. You know, that reminds me of a story. I was doing a focus group one time in an organization. They talked about coming in. It might have even been worse than your situation, Chad. You at least had a clean office with nothing in it. In this case, they had to clean out the previous person's leftovers in the desk, the files, and all of that. So they had to clean out the previous person's information before they could get started. Yeah, but anyway. You make a clear distinction between an administrative versus a strategic approach to onboarding, Chad. Tell us a little bit about that.

Chad: Yeah, a lot of folks in HR and even those who are already within management of their organizations will view onboarding as a one-time event or, "Let's do this today, and let's get it over." If that's your viewpoint, then you're absolutely performing this in a pure administrative function. I wish I could say it otherwise.

On the other hand, though, if you develop the process, tie it to your organizational strategy, and you know the results you want the individual to be capable of during their initial weeks, months, and even their first year with you, then it's a strategic and a competitive advantage for your organization over those who are competing for the same people, the same employee.

Here's an example. When I came to The Gideons International, we were doing orientation for the first few hours of the new hire's first day and feeling really good about it. However, orientation is very transactional in nature, while the onboarding process provides the strategic, relational, connecting points to the organization, such as explaining the culture and encouraging relationships.

Onboarding is about developing the behaviors that will be the foundation of an employee's long-term success. While there is plenty of buzz around the subject of onboarding, there's an equal amount of misunderstanding about exactly what it is, how to do it, who needs to be involved, and how we are going to measure its success.

Onboarding and orientation are often used interchangeably, but unlike the orientation (which is what a company or a ministry provides to new hires during the first days of employment), onboarding is a strategic process of integrating new hires so they can actually deliver results as efficiently and energetically as possible.

Al: Chad, I really like the *orientation* versus *onboarding* approach. Now let's talk about something you've created. I think it's pure genius. You've laid out a clear path for new hires in three very clear steps: the pre-boarding, the orientation, and then the actual onboarding itself. Define each of these three and the clear benefits in each stage that contribute to building a healthy, flourishing culture.

Chad: The first step is *pre-boarding*, just like you would experience if you were taking a flight from Nashville to Seattle. Pre-boarding, though, for new hires occurs approximately one to two weeks prior to "landing" for your first day of employment with us. For us, this is crucial because it's our opportunity to reinforce the messages we delivered during the recruitment process.

So the new hire is looking to see, "Is there continuity here? What they sold me, is this what we're going to deliver as I walk in?" We help them know they're valued. They're important to us. Here are some of the things we do, Al. This isn't everything, but this is a few of them.

Especially for those who are outside of the community we're already in (which is Nashville, Tennessee), we'll send a welcome package with the organizational chart, the employee directory with photos and titles of all the employees (It helps them to get to know, "Here's who you're coming to work with"), organizational guidebook, a personal note, along with some Nashville items.

The next piece is we'll send a targeted onboarding email to those individuals within our organization who need to do something related to the new hire. It's an action item that's required by that individual. This alerts a number of people in our organization to the fact that someone is coming on board with us and, "Hey, we need to jump into action here."

We order business cards and initiate the computer technology, phone information for the desk phone or a cell phone if it's needed. We set up the workspace. I love what you just said about the individual who had to go clean up that office. Unfortunately, I see that happen all the time where... I hate to put it this way, but you have to move in on top of somebody else's dirt or their mess. I hate to see that for any new hire.

My philosophy over the years has been everybody gets a clean start. I just think that's such a wonderful opportunity for somebody when they're coming in to the organization. It makes a fresh, new start for them. We prepare an itinerary for the new hire on their first several days. We assign a buddy or a mentor to help them with questions. We'll schedule time with our executive director for the first day. We'll schedule welcome lunches with their team and various other people.

For a personal touch, in the reference checking we go through, Al, oftentimes what I'll do is I'll actually ask that reference, "Can you tell me something about John (or Jane) that would help us grow and develop them when they come?" We have found that to be tremendously helpful. Then obviously, we have to make sure we follow up on that so we help that individual immediately from the time when

they start with us. Our ultimate goal is to have that person saying, “I believe this is God’s assignment for me. I’m in the sweet spot of my calling!”

The second step is what most of us know as *orientation*. This is for the new hire’s first day and first week in-house with us. In our organization, we make certain the manager welcomes the new hire at the front door. They can hand the person off after that, but they must make this a priority. We go to our time of devotions, which is the first 30 minutes of our day. The employee is welcomed in front of our staff.

Then we pray for that person and acknowledge and thank the Lord for sending that individual. Sincerely (and I do mean this, Al), that person is an answer to our prayers. In our business and in what we do, this is kingdom stuff. So the individual who is coming to work with us on a daily basis, we feel like God has sent that individual to us, even though obviously we’ve done a lot of due diligence to make certain they’re the right person.

They meet with our executive director for about 30 minutes. Then they go into a more structured training. That includes some history about how we got to where we are. We share a number of stories and testimonies about how the Lord has impacted people’s lives through receiving a Gideon Bible. This provides perspective for the new hire.

Then we connect with the department manager, take them to lunch, and carry out more specific job training. We do a lot more than this, but I’m trying to give as much information to your listeners as possible. Our ultimate goal in this section is to have the person saying, “I made the right decision.” This leads to confirmation in their life.

The third step is true *onboarding*, which occurs over the first three months of the new hire’s time with us. Best-in-class organizations approach onboarding as a process over a period of time, not as a one- or a two-week training period. Onboarding is about learning, and the best learning occurs when it’s memorable and when it’s fun so the person gets it the first time.

Some of the topics we would talk about in that particular section would be mission, vision, values, the culture of the organization, the strategy of the organization, the organizational structure and beyond. These are huge topics of which every single new employee needs to be aware. We have a number of people who are involved in sharing each of these.

This is when you would have to identify who is best at sharing that information because it doesn’t need to come specifically from HR or just one individual. We try to be very intentional about who is the best voice, the best person, for that to come from. Our goal in that section is to have the person saying, “I know how I fit here. I’m connected.”

Then the final phase. This carries our third step into *strategic onboarding*, which lasts throughout the new hire's first year. The best organizations understand the aspects of socialization and building employee engagement are vital to the new hire's success and their passion for the organization and its mission, because ultimately we want the new hire to say, "I love my job!" When they say that, they're truly engaged. They can make a tremendous contribution to the organization.

Al, you may remember I wrote a little book called the *Five Attributes: Essentials of Hiring for Christian Organizations*. Many of these four sections, these four phases, connect back to those five attributes for the essentials of hiring the five attributes.

Al: Yeah, and I think I remember what they are: *calling, character, chemistry, competence, and contribution*.

Chad: You got it, Al.

Al: Yeah, okay.

Chad: That's great. Here are the advantages. If someone is willing to follow each of those steps, here are the advantages of those action steps. It allows rapid information transfer. It provides a vehicle of getting information that can't be found out in any other way. It helps new hires develop a broader understanding of the organization at a very minimal cost to the organization.

Al: I trust you're enjoying our podcast today. We'll be right back after an important word for leaders.

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Al: All right. Now let's hear more from today's guest. There are four steps to the entire process. We have *pre-boarding, orientation, onboarding* for the first three months, and then *strategic onboarding* that lasts up to a year. I'll bet you also have a practical example about how you can help a new manager get started with their team in this process.

Chad: I do, Al. One of my favorite tools (and sincerely I don't recall where I got this from because I've had it for a number of year) is... I'll start out with just the fact that this year my youngest son, Stephen, began attending college at Lee University as a freshman. One of the key components of his first year in

the university's onboarding is the university's onboarding program. Each student takes an assessment for how well they are prepared for college. I thought that was interesting.

Then the student is scored. They base that score on preparedness. It's not intelligence but preparedness and how well they are prepared for the college experience. They kind of outline some steps. Maybe they meet with a counselor, etcetera. Here's my point of even bringing that up. If colleges and universities have figured this out, why wouldn't our organizations utilize the data to help our new employees to engage within our teams and within the culture of our organization?

Here's a team member integration tool I use. It's not slick. It's very practical. It's seven questions. I'll pull that team together that individual may be managing. They may be the new manager in that situation. I'll ask seven questions. Here they are. I'll have them up on a screen, and then each individual will have like a big, sticky 3M pad, piece of paper. They'll write their responses to these seven questions. Here they are.

"I'm at my best when..." The individual finishes that. "Something you need to know about my work style is..." "My communication style is..." "The best way to connect with my communication style is..." "A major source of frustration at work for me is..." Again, they'll complete that. Then two more. "What does success look like in my role?" Unfortunately, a lot of people don't know that, so that's a way for them to think about it. Then finally, "A strength I bring to the team is..."

I'll tell you what. Usually what happens when people get to that fifth question ("A major source of frustration at work for me is...")... I'm just being candid. I've seen people in tears when they get to sharing some of those stories. People will share that. It's a way for the new team and the manager to be able to share in an event that's sometimes around lunch. So the whole event is two hours.

That's enough information for that new manager to be able to learn about their team what would take them literally weeks or months to learn about those individuals if they had individual meetings with them. Plus, it helps the team to get integrated with one another even if they've done this before. It's a fantastic way of really weaving them together.

Al: Boy, that's great, Chad. What an interesting way to do that and way for the team to really get some cohesion, as well as that new manager to learn who is on the team and what are the key strengths and issues they have. That's very innovative. We promised earlier you're going to share with us four best practices about your onboarding strategy. Let's start off with the first one. What are they?

Chad: First, live up to the promises you made when you recruited the new hire. This is why you need to have an offer letter for every single new hire you bring into the organization. Our commitment to our new hires is every promise we make to someone is going to go into that offer letter. If it's not in the

offer letter, it's not going to happen. Matthew 5:37 says, "Let your 'Yes' be 'Yes,' and your 'No,' 'No.'" So our goal is just let's speak the truth. Let's put things in writing for folks.

A second strategy is, while timetables for formal onboarding vary, consensus is that six months to one year for onboarding creates a healthy and flourishing work experience. A study of new hires into the workplace published in the *Academy of Management Journal* concluded that support of newcomers from coworkers and supervisors declines within the first 90 days of employment.

This, along with supervisor undermining and inadequate socialization, leads to higher turnover. The more complex the organization and connections a person has within the organization, the longer the learning period is. That means good onboarding requires patience.

The third onboarding practice is the need for written and measurable goals. It ties to the number one element employees expect from their employers. The Gallup organization's research says an employee must be able to say this: "I know what is expected of me at work." This occurs through a mutual understanding of the goals the employee has to accomplish. If an employee knows what's expected of them, they're far more likely to accomplish your organization's mission and catch up faster to the other employees in the organization as well.

As well, we need to make sure we have a well-written, very clear job description. This ties back to a very clear recruitment ad when you're advertising the position. Therefore, the candidate knows exactly what they're being hired to do. You don't want to have an ad that says one thing. Then we really get into the hiring process and we say another thing. Then by the time they get into the organization, it's yet a third thing. Let's make sure we have alignment and continuity throughout the process.

Finally, set clear milestones and benchmarks. When it's crystal clear, it's almost inevitable that the new hire will reach the goals, especially when they've been developed mutually. It also sets an expectation that your organization believes in holding people accountable for high performance standards.

The fourth onboarding best practice is give regular, ongoing feedback. Of course, feedback is a key element to the goals. People want regular, ongoing feedback all of the time but especially when they start with a new organization into a new opportunity. They want feedback about, "How am I fitting in? How is my performance? Am I speaking too much or too little in meetings? Is there any specific behavior I need to adjust?" All of this ties into how engaged a new employee will be within your organization and within our organization.

AI: Yeah, I really like what you've said. These four steps are really helpful. I really appreciated the question about people knowing what's expected of them. We find that really also leads to the sense of life-giving work. People don't experience this sense of life-giving work unless they know clearly what's expected of them if they have the authority they need to do the job that's been given to them. Chad, I

know you have more than one favorite story that shows how a culture can flourish. Share with us another one about an onboarding strategy that really has connected with you.

Chad: In the workshops I do on onboarding, I read a quick note a CEO writes to every one of his new hires in an attempt to help them see the broader vision of their organization. Here's the note this CEO writes:

"There's work, and there's your life's work. The kind of work that has your fingerprints all over it. The kind of work that you'd never compromise on. That you'd sacrifice a weekend for. You can do that kind of work at [here]. People don't come here to play it safe. They come here to swim in the deep end. They want their work to add up to something. Something big. Something that couldn't happen anywhere else."

Isn't that a great onboarding message from a great leader? It's certainly the kind of message the CEO of The Gideons International would certainly want to communicate and write to new hires. Of course, I ask the folks usually in the audience, "Do you have a sense of who that individual is who wrote that note?"

The individual who wrote that note is Steve Jobs of Apple. Steve certainly meant what he wrote. That's why Apple has made so many significant innovations during Steve's time as their leader. They did big things. My point in this is that can happen in each of our organizations too, but it takes leadership, vision, and planning for your culture.

Al: That's really a great story, and Steve Jobs made big things happen. Chad, I bet you have another favorite story in your back pocket that brings together the wise, strategic onboarding, employee engagement, and healthy culture altogether.

Chad: Well, Al, you know here in the South I love Chick-fil-A. I have a deep regard for the Chick-fil-A organization, for its leadership. They have just an absolutely tremendous culture. One of their regular practices that follows their orientation process is to pull one of their seasoned IT executives into their structure presentation to new hires.

He explains the organizational structure with a marker and a whiteboard. It's nothing slick. Here's what they want people to hear. What I like is they do the process, but they're very intentional about *why* they do it the way they do it. They want that new hire to know where and how they fit within the organization. They want that person to understand how important their work is to the overall *cause* of the organization. I'll underscore *cause*.

Then thirdly, they also want people to know, "You can go anywhere within this organization if you want to." They try to connect the dots for the new hire. Obviously, that new hire is going to have to be

patient. They're going to have to work hard, but they can do this. Because of this approach through their onboarding process, they want to instill a sense of confidence and opportunity right out of the gate for their new hires.

That gives folks a huge sense of vision and hope for their future, not to mention the future of the organization of Chick-fil-A. I just applaud them for the way they go about that process and their level of intentionality.

Al: That's a great example. You know, Chad, as you know, the Best Christian Workplace Institute, we believe a healthy culture is a true and worthy end in itself. We also believe a healthy to flourishing culture leads to organizational growth and greater ministry impact. How does strategic, effective onboarding contribute to and perhaps even accelerate an organization, a church, or a company's ability to increase its overall impact and thus fulfill its mission?

Chad: Well, Al, it accelerates the organization by accelerating the new hire through the learning curve of your organization. Also, we know it moves a new hire from that (if I could say) "awkward middle school dance" feeling to being a more fully integrated member of the team who can now make a contribution to your organization because they understand the language, the strategy, the structure, the people.

Once that happens, the new hire can appropriately engage in meetings in their work and ultimately fulfill and contribute to the mission. If we don't engage best practices for onboarding, they potentially remain an outsider and ultimately leave our organization. Even though they may well have been a great hire for us, we didn't have the processes in place to integrate them. Peter Drucker would have called that a *management* issue, not a *hiring* issue.

Al: You know, this is really interesting just to think about the impact on retention that onboarding has and again the cost savings of an organization by being able to keep particularly your great people, your A players, who start off with a positive experience. They get cohesively integrated into the organization, not like you did on your first job in that story where you walked into an empty office and it took you a month to get up to speed on what's happening.

You're saying this helps the organization improve its productivity, as well as the chance that the employee is going to stay longer. You have three very specific questions that let everyone listening take a mini inventory of their current onboarding process. Share with us.

Chad: I would encourage all of us to do an audit of our onboarding processes with these three questions, Al. The first question is, "Currently, when your onboarding is complete, are your new hires engaged personally and professionally within your organization?" You can get that sense pretty easily, I think.

Second, “Do your current onboarding efforts have a meaningful impact that starts with pre-boarding and lasts six months or more?” I’m not saying it has to be six months or more. What I’m saying is are you making a meaningful impact, something that new individual is going to be able to come in, they now understand your organization, and they’re going to be able to make a contribution?

Third, “Do you have your entire organization (or at least the right people) involved in the onboarding process?”

Al: Well, Chad, we’ve really enjoyed your leadership, your lessons, your seasoned wisdom, and practical steps here. I would encourage our listeners, if you don’t have a pen and paper that you’re taking notes, go back and listen to this again and just write down some of the cues Chad has given you that you can implement right away in your organization.

You know, Chad, given everything you’ve experienced in the ongoing transformation and greater health of your culture, give us one final thought or question about onboarding that you’d like to leave with our listeners.

Chad: Al, I think of Zig Ziglar. Many of us will remember him as one of the finest Christian businessmen who ever lived. He said this: “The only thing worse than training an employee and having them leave is to not train them and have them stay.” I would encourage all of us to remember people join organizations. They leave managers. Your onboarding process is the very first step to your new hire’s opportunity to learn your organization and to make a real contribution.

Make it special. Create an advantage or, if you will, a differentiator for your organization. Do you want people to come and play it safe or to do something big with your organization, something they literally cannot do anywhere else?

Al: That’s great advice, Chad. Thanks! Chad Carter, senior director of human resources for The Gideons International, thank you for sharing your wisdom, insights, and stories. Thank you for extending your ministry to the leaders who have been listening and benefiting from all you’ve shared with us today.

Chad: Al, thank you. It’s a privilege to be here.

Al: I want to thank you, our listeners, for joining us on the Flourishing Culture Podcast and for investing this time in your workplace culture today. If there’s a specific insight, a story, or an action step you’ve enjoyed in the past few minutes, then please share it with others so they might benefit as well.

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