



## On-Boarding Imperatives - A View from the Frontline

By Ian Cameron

Hello everyone! It has been seven weeks since I started in my new role as Managing Director at The McQuaig Institute® and 11 years since I have started a "new job". When I say "new job" I don't mean a promotion or shift in job responsibilities with the same company. I mean a new role in a new company (to me) with new everything - product and service offerings, systems and processes, people and culture, clients, agents and suppliers. What a thrill! Roller Coaster ride, tight rope walk, parachute jump - pick your thrill and it feels like it.

Personally, I am finding the ride extremely enjoyable, engaging and rewarding, filled with promise for the future. McQuaig is definitely an excellent company with a solid track record as a market leader. However, I believe there are a number of other factors in place that is making this journey a positive thrill ride verses what could be a terrifying nightmare. Based solely on my own experience I would like to share my insights into these factors in hopes that they may give you pause to reflect on your organization's on-boarding practices.

**Factor one** - The right person in the right place at the right time: At The McQuaig Institute we talk about the "three levels of appraisal"; Level One - Appearance - that initial gut feel you get in the first 15 seconds of meeting someone based on their poise, confidence and overall "vibe"; Level Two - Experience - their work history, accomplishments and skills; Level Three - Temperament - their personal characteristics and qualities. This is the most difficult level to assess in an interview unless of course you are making use of the McQuaig Job Survey® and Word Survey®. In my case I felt an immediate connection with everyone at McQuaig. My 20 years of experience as a consultant in the human development business, most recently as Vice President at AchieveGlobal, provided the background and skills for the Managing Director role and most importantly, my McQuaig Word Survey showed that I was a "Strong Match".

**Factor two** - Identify what they need and give it to them: the Strategies for Coaching and Development report within the Word Survey emphasized that I am someone who thrives when presented with challenges and the space to tackle those challenges. Knowing this, my new colleagues at McQuaig have been excellent allowing me to dive into all the challenges of a new job and allowing me the time and space to begin to tackle them.

**Factor three** - knowledge, knowledge, knowledge: One cannot underestimate the amount of new knowledge one must internalize when starting a new job. From my experience at AchieveGlobal, I think that after a few years we forget how much we actually know and begin to assume that everyone else on the planet knows it as well. Like the McQuaig team I encourage you to take the time and find ways to impart knowledge of all kinds to your new employees.

**Factor four** - Positive affirmation that generates energy and enthusiasm: everyone likes to be acknowledged in a way that they find energizing. For some it's a pat on the back. For others, it's public recognition. For me it's letting me know that people are happy I am here, and the McQuaig team has done that in many ways.

**Factor five** - Let them do what they love: I love hearing from clients! Our sales team has been very generous in involving me in clients meetings and allowing me to be the curious "new guy." I can't wait to speak with as many of you as I can whenever the time is right for you!

For any of these factors that resonate as good common sense to you please take a moment to reflect on your own organization's practices and ask yourself if there is anything you can do to ensure your new hires have the opportunity to fully engage and enjoy the ride!

Lastly, if you have any thoughts or questions about McQuaig, I would love to hear from you. Please feel free to call or email me anytime at (416) 941-9418 Ext 365 or at [icameron@mcquaig.com](mailto:icameron@mcquaig.com)

Sincerely,

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