



## **Case Study: Leadership Onboarding**



### **Executive Summary**

Nationwide Children's Hospital, one of the nation's leading pediatric health and research centers has experienced significant growth and change in the past two years. The hospital board has supported the growth initiative by recruiting top talent and raising the bar for leadership performance. The culture is in transition, going from a very established and close knit team to a more diverse and unfamiliar team.

### **Business Challenge**

As new leaders joined Nationwide Children's Hospital they often found themselves isolated and feeling like an outsider. New leaders were on their own to navigate both the organization and community. The established and strong leadership culture made it difficult for new leaders to integrate and have a positive experience in his/her first 12 months.

In addition a lack of common approach to relocation and integration each new leader has a different level of support and resources based on his/her hiring manager, new leader and their families spent a great deal of time trying to get setup in the community without direction, resources or support.

### **How Connect the Dots Helped**

Nationwide Children's Hospital and Connect the Dots worked to form a project team. The project team clearly identified the objective, roles and responsibilities and delivery method for the leadership onboarding process. Connect the Dots customized our onboarding methodology to fit both the culture and delivery capabilities of the human resources groups.

### **Value Delivered**

The leader onboarding process created a common, consistent onboarding experience for all new leaders for both his/her integration into the organization and community. New leaders now feel they are a valued part of the team much sooner and are able to focus on his/her role. HR and hiring managers have resources to draw on that creates a level playing field for all newly hired leaders regardless of who the hiring manager is or what part of the organization the new leader is a part of.

The process also provides the HR team with away to measure progress and success.