

# Onboarding Program for New Leads

## Introduction

BYU Idaho stands as a beacon of educational excellence. Beyond the education this university provides it fosters an environment where students, professors, and parents alike can find support and guidance across various offices that are dedicated to their needs. Some offices that you will find on campus are the Admissions Office, International Services, Registration, etc. Within these offices, you will find that students form an integral part of the workforce, with some transitioning into leadership roles as “student leads.” These leads play a key role in their respective offices and are entrusted with the responsibility of guiding teams of fellow students toward achieving collective goals and making sure all daily responsibilities are fulfilled.

Embedded within the spirit of BYU Idaho there is a commitment to nurture leaders who embody the principles of service and discipleship. In alignment with BYU Idaho’s mission to “build disciples of Jesus Christ who are leaders in their homes, community, and in the Church” the role of leads allows students to cultivate this principle. Now most students do not anticipate leading teams in college, but for those that do, they can gain valuable experience in leadership and management practices. Beyond managerial duties, effective leadership demands profound capabilities to inspire, guide, and empower individuals.

Lead Forward is an onboarding program designed to empower student leads at BYU Idaho with the skills necessary to excel in their management roles. Whether you have had previous management experience, an onboarding program will be an essential tool to nurture those leadership qualities and equip you with the resources and insights that you will need to thrive in your role.

## Module 1. Understanding Leadership

Before we delve into the journey of leadership development, it’s crucial to understand the essence of leadership itself. Leadership is an essential piece of organizational success as it encompasses a wide set of skills, traits, and behaviors. At its core, leaders

guide individuals and teams towards a shared purpose, inspiring others to achieve their full potential and fostering collaboration.

As a lead, your role may share similarities with that of a manager. Managers are usually tasked with overseeing day-to-day operations and ensuring tasks are completed efficiently. They plan, organize, and control processes to make sure all objectives are accomplished. Reading through this you may have noticed that your responsibilities relate to it. If you reflect on past experiences you may have encountered supervisors that contributed to your professional development, while others fell short. This highlights the profound impact of effective leadership.

Your title is not “manager” or “student manager,” your title is lead. Effective leadership entails setting direction, aligning resources, and empowering individuals to contribute to shared goals. However, being a leader is not something that can be earned in a day, it’s a lifelong journey of growth and development.

In summary, leadership embodies trust, respect, and a commitment to leading others to success. As you embark on this onboarding program be mindful of the potential you can have to inspire, empower, and lead others to better themselves.

## **Module 2. Core Leadership Qualities**

As a shift lead, you hold a pivotal role in guiding your team towards success. Effective leadership entails embodying and developing a diverse range of qualities. These qualities will help you foster team cohesion and achieve your office’s objective. These are some of the core leadership qualities that will empower you to succeed in your role:

### *Inspiring and Motivating*

Effective leadership begins with inspiration. You must inspire and motivate your team to perform at their best. The best way to do this is, is to lead by example. Demonstrate dedication, professionalism, and enthusiasm in your work to inspire others to perform at their best. Your actions speak volumes and can inspire others to emulate your commitment to being your best self. Sometimes the best way to contribute to your team’s success is to be the example they want to follow.

## *A Visionary Leader*

A key aspect of great leaders is their ability to provide a clear direction and vision for their team. As a lead, you need to have the ability to envision where your team is headed so you can inspire others to join you. You can do this by setting a clear direction and fostering a shared vision so your team can have a sense of purpose in the work they do.

## *Empathetic and Emotionally Intelligent*

Open and transparent communication contributes to effective leadership, and great leaders know the importance of being empathetic and trusting their team. Cultivate a culture of openness and transparency within your team, in which each member feels empowered to share their ideas as well as their concerns. Actively listen to everyone in your team, and demonstrate empathy and understanding. This ability to connect on an emotional level will help you create a supportive work environment.

## *Resilient and Adaptable*

Any role in a workplace will come with challenges and uncertainties which is why it is important to learn to be resilient and adaptable. As a lead, if you remain steadfast in the face of setbacks and demonstrate resourcefulness you will inspire confidence in your team so when they also face challenges, they know you can lead them through periods of uncertainty.

## *Integrous and Ethical*

Be honest, transparent, and ethical in all your actions and decisions as those who are part of your team will be able to see this. Of course, no one is perfect but through trying to uphold the highest standards of integrity, you will earn the trust and respect of your team, not only through your words but your actions.

## *Empowering and a Learner*

Effective leaders empower their team members to take ownership of their work and contribute their talents and strengths to the team. You can empower your team through

delegating and fostering autonomy, which will allow your team to unleash their full potential and drive innovation and creativity. A lead knows that although you may have more expertise than others everyone can always learn more and if your team sees you are willing to learn and grow professionally so will they.

### **Module 3. Responsibilities of a Lead**

As a shift lead, your role encompasses a wide array of responsibilities that extend beyond those of your team. These duties are essential to foster team growth and good performance standards. You will notice a lot of these responsibilities will go hand-in-hand with the qualities that a good lead should have.

#### *Setting and Maintaining Performance Standards*

Setting clear performance standards is essential for ensuring that your team works efficiently. To measure if expectations are met you need to set them first. To establish and maintain these standards consider the following:

- Define clear expectations for each person in your team. Ensure they understand their roles and responsibilities and that they align themselves and their goals with those of the office.
- Regularly monitor them to determine if they are following the procedures correctly and establish their strengths and areas of improvement.
- Implement performance improvement plans when necessary and offer your support and resources to help team members meet or exceed expectations.

#### *Supervision and Team Growth*

Once you have set expectations and standards is time to supervise your team. Supervising entails more than just overseeing their daily tasks; it entails nurturing their growth and development as professionals. Investing in your team will contribute to addressing challenges and ensuring that everyone meets their set expectations. Here are strategies to effectively supervise your team:

- Provide real-time guidance and support to address any issues that may arise. As a lead, your expertise in operational processes makes you a valuable resource for your team. They must see you can assist them whenever they are in need.
- Conduct regular one-on-one meetings with team members to provide constructive feedback, address concerns, and offer guidance on professional development opportunities.
- Provide comprehensive training and resources to equip your team with the knowledge to successfully carry out their roles. If there is a lack of specific processes, make sure to develop them with your supervisor's approval.

### *Task Prioritization and Resource Management*

Part of setting standards and supervising your team is maximizing productivity to ensure your team completes tasks effectively.

- Assess daily operations to identify priorities and allocate tasks accordingly, considering factors such as deadlines, importance, and availability of team members.
- Delegate tasks and responsibilities based on priority and operational needs as well as your team member's strengths, skills, and development goals.

### *Collaboration and Accountability*

Fostering a supportive and cohesive team environment is essential for enabling everyone in your team to thrive and achieve the standards and goals that you have previously set. Part of being a leader is to unite your team as one and make sure everyone is working on synergy.

- Facilitate regular team meetings or check-ins to promote two-way communication, allowing team members to share concerns, provide updates, and celebrate successes. This could be done with a meeting at the beginning of your shift.

- Maintain open lines of communication with your supervisor as well. Seek their feedback and input to ensure your goals align with theirs and those of the office. Creating a space to communicate with him or her just as you do with your team is important to work in synergy with them.
- Cultivate a culture of respect and trust through encouraging knowledge-sharing, collaboration, and accountability. Recognize and reward your team members for their work and achievements.

## **Module 4. Performance Management**

An essential part of having a “management” role is that you are responsible for your team. You know how they work and you know their strengths and weaknesses. One of the most essential skills you need to learn is managing the performance of your team and conducting performance reviews. That is how you will get to know your team individually, set goals, and give a space for them to communicate. Meaningful performance evaluations are crucial aspects of your role that will foster employee growth and success.

Managing your performance as well as theirs is a continuous process of setting goals, assessing their performance, giving feedback, and supporting their development. You will need to ensure the goals your team is setting align with those of your office and that you are also allowing them to facilitate growth. A great way to establish clear expectations and goals is to use the SMART method. Make them specific, measurable, achievable, relevant, and time-bound. This will allow you to monitor them and determine with your team whether they are in progress or achieved.

### *Conducting Performance Reviews*

To conduct performance reviews you can do one-on-ones with each individual. You can set a goal for how many times a semester you want to do these meetings, you can do them at the beginning, middle, and end of the semester, and also adapt it as circumstances may arise. Performance reviews provide an opportunity to assess

employee performance, recognize their achievement, and identify areas for improvement.

Prepare for the one-on-one by continuously conducting auditing into their work so you can determine their strengths and areas of improvement. Get feedback from your supervisor regarding their work, he or she may also have additional insights or concerns that need to be addressed. Constructive feedback is specific, timely, and focused on certain behaviors rather than their personalities or their characters. Actively listen and be empathetic to their responses, sometimes personal circumstances can impact the way people behave or perform. Collaborate on creating improvement plans with them to set clear objectives and provide ongoing support.

As we give feedback, it is important to receive it as well. We mentioned before that one of the most important qualities of a leader is being a learner. Leads may have more expertise, but they are not perfect. Give the space for your team to communicate with you and know that they can give you feedback as well. They may be hesitant to do so but at least giving the space for them to share concerns will inspire trust in them that you are willing to learn as they are.

### *Performance Review Outline*

- ❖ Introduction
  - Purpose of the performance review
  - Overview of the review process
- ❖ Review Highlights
  - Recap their accomplishments and milestones
  - Recognize their good performance
- ❖ Performance Assessment
  - Review SMART goals if they have been set before
  - Assess progress and outcomes achieved

- Give feedback on strengths and areas of improvement
- ❖ Competency Assessment
  - Evaluate the core competencies of their job role
  - Asses behavioral competencies, such as communication, teamwork, and problem-solving
- ❖ Feedback and Discussion
  - Create a dialogue to discuss performance and competency
  - Address questions and/or concerns raised by the employee
  - Get feedback from employee about your performance
- ❖ Conclusion
  - Summarize key points discussed
  - Confirm next steps and follow-up meetings

## **Conclusion**

You have reached the end of this onboarding program! As a new lead, we hope you now understand the profound impact that leadership has on guiding individuals and teams toward success. You have learned about leadership qualities and what will be the foundation of your leadership journey. As you continue on this path remember that leadership is a lifelong journey of development. Embrace opportunities to learn, to unite your team, and to strive to inspire others as well as yourself.