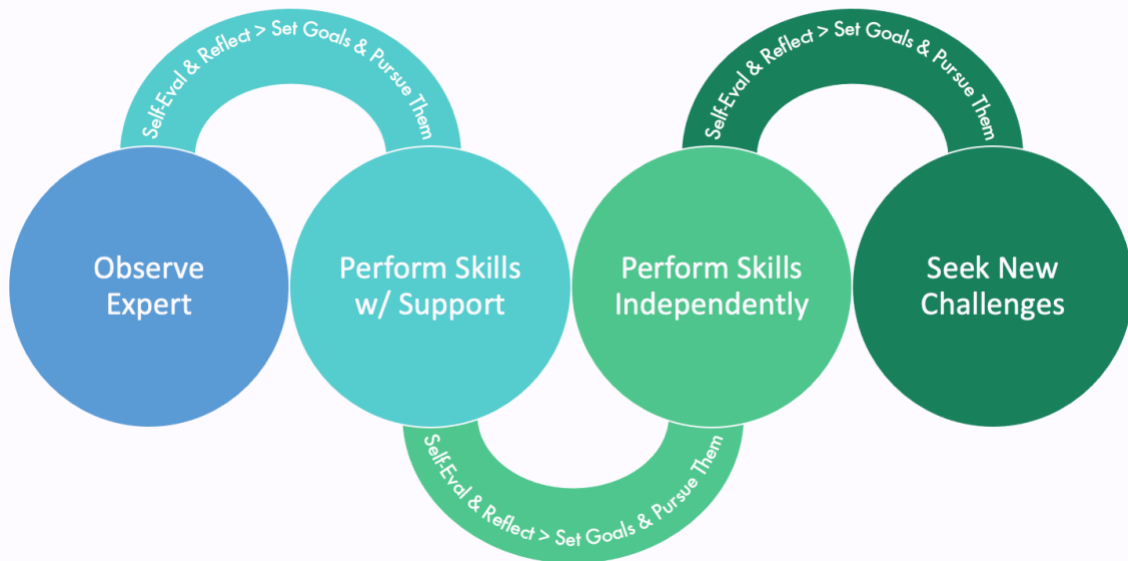


New Hire Coach

Desired Outcome: Skill Development (Hard skills + Soft Skills)

Key Opportunities:

1. Reveal implicit/tacit knowledge (surface knowledge & processes that are stored in the minds of experts, not explicitly expressed)
2. Encourage growth & self-determination



Growing Expertise Model

Intentional Movement from Observation > Practice > Performance (toward Expertise)

New Hire Duties:

1. **Take ownership of learning:** do the work, ask questions, take notes, be responsible & proactive
2. **Participate in growth:** use self-eval & feedback to set goals; pursue goals
3. **Use reflection:** think about/interact with the content to promote learning

Coach Duties:

1. **Debrief NH when training is self-paced** (SPT should not be a completely independent experience); as needed, suggest additional resources (people, tools, documents)
2. **Shadowing:**
 - a. **NH Shadows Coach:** Coach provides expert example – shows *how* but also says *why* (teaches thought processes and decision-making)
 - b. **Coach Shadows New Hire:** Coach observes NH on mock and initial customer interactions (audio, video, in-person, email) gives specific feedback, encourages NH to set their own goals
3. **Promote Kaizen:** regular self-eval & eval of NH + give feedback on NH self-eval, facilitate goal-setting
4. **Foster self-determination in NH** (give choice when possible, provide structure & guidance that fades w/NH development, promote a sense of belonging and connection)