Behavioral Onboarding Alignment Guide

What to hand the manager on the day an offer is accepted, what to share with the new hire, and why most organizations throw this away.

By the time someone accepts, you know more about how they work than you ever will again. You know which behaviors they showed clearly, which were thin, where two interviewers disagreed, and what you decided to live with. Most organizations then throw all of it away and hand the new hire a laptop and a buddy.

This guide is about not doing that. It costs about an hour and it is the cheapest performance intervention available to you.

Why the handover gets dropped

The hiring file closes when the offer is signed. The manager often wasn't in every interview. The recruiter moves to the next role. And there is a genuine discomfort in saying "here is what we were worried about" regarding someone who starts on Monday.

That discomfort is worth pushing through, with one rule: what you hand over is about the work, not a verdict on the person.

What to hand the manager

Within a week of the offer being accepted, while the scorecards are still open:

HAND OVER	WHY
The job scorecard, as written	So the manager and the hire are working to the same definition of the role
Behaviors scored 3	Where to put them in week one, so they contribute early
Behaviors scored 2, and anything resolved from "not yet"	The coaching list
Any row with a spread of 2	Two people saw this differently. Watch it rather than conclude anything
What drains them, where they said it	From the scorecard's "what this role is not" conversation

What not to hand over: ratings on the person as a whole, comparisons to the other finalists, or anything about how close the decision was. None of it helps the manager, and all of it leaks.

Share it with the new hire too

This is the part people hesitate over, and the part that does the most work.

In the first week, tell them what you saw: the two or three behaviors that made the decision, and the one or two areas where the evidence was thin and you'd like to build a plan. Framed that way it reads as investment, not probation.

It also sets a precedent in week one that evidence gets discussed openly here, which is harder to establish later and is the single most useful thing you can model for someone who may have come from somewhere it wasn't safe to be wrong.

Where GoodJob's playbooks fit

GoodJob's process extends past the hire for this reason: the PATH results and RoleDNA profile used in selection carry forward into onboarding and coaching playbooks, so the manager starts from the same behavioral picture the interviewers built rather than from a blank page. If you are not using a system that does this, the gap plan does the same job manually.

The first conversation

Before day one, the manager and the new hire agree:

- What "good" looks like at 30, 60 and 90 days, drawn from the outcomes in the job scorecard
- Which two gaps they are actively working on, and what support each needs
- How they will know the gap is closing, using the early indicators from the scorecard
- When they will review it, scheduled now

Thirty minutes, booked before the start date. The First 90 Days Gap Plan is the artifact it produces.