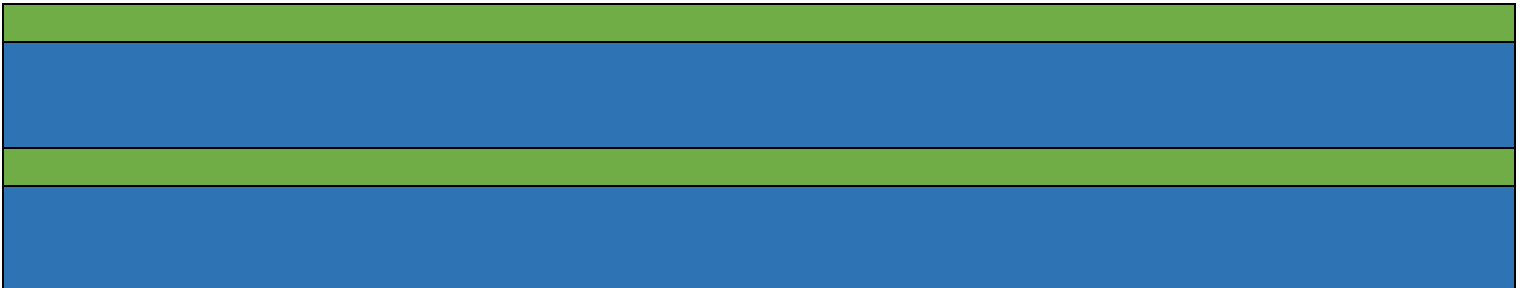




Adam Pathways
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Assimilation Plan

Adam Pathways
Director
SHARED SERVICES DEPARTMENT

Brian Boss, VP Shared Services Team
Pathways

Dear Adam,

Welcome to Pathways. We are excited to have you on our team! To begin our journey. I would like to provide you with this leader on-boarding-plan. We will use this as a guide to ensure that your integration is successful with our team. To start, I would like to outline our mission, vision, and values. These elements are pivotal to our culture, success and how we operated as an organization.

Mission Statement

Our mission is to provide quality health care to people receiving government assistance.

Vision Statement

We envision a future where everyone receives quality health care.

Core Values:

- **Caring:** We care about those we serve and advocate on their behalf. We assume the best about people and listen so that we can learn.
- **Enthusiastic:** We enthusiastically address problems and seek creative solutions.
- **Respectful:** We respect each other and value ethical business practices.
- **Focused:** We focus on our mission.
- **Thrifty:** We are careful with scarce resources. Little things matter and nickels add up.
- **Accountable:** We are personally accountable for our actions and collaborate to get results.
- **Feedback:** We strive to improve the organization and achieve meaningful change through feedback and coaching. Feedback is a gift.
- **One Molina:** We are one organization. We are a team.

We strive to be an exemplary organization

I look forward to working with you. Congratulations!

Brian

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The Objectives

The Leader Assimilation Plan is a flexible guide for you to review with your immediate leader. It is intended to be used as a discussion starter during the first week of hire and provide you with the framework necessary to ensure a smooth transition in order to you succeed in your new role.

Through this Assimilation Plan, our goal is that you:

1. Leverage your Core Assimilation Team
2. Get to know your environment
3. Establish a relationship with your leader
4. Build rapport with your Team
5. Create a network of relationships



Objective 1: Leveraging Your Core Assimilation Team

Your Core Assimilation Team is made up of:

- Your Immediate Leader – Brian Boss
- Shared Services Team – Shared Services Team
- Administrative Resource – Tracy Martinez
- Operational Resource–Operational Leader (TBD)
- Onboarding Buddy - Buddy

Your Immediate Leader will serves as a partner to support your integration to Pathways and your new role. In addition, each new leader is also assigned an **Onboarding Buddy** to serve as an additional point of contact and sources of support. Utilize this team to address your questions and concerns as you integrate into Pathways.

Your team will help connect you with any other needed resources.



Objective 2: Get to know your Environment

Attend Core Meetings

As a new leader, you will spend a lot of time getting to know the business, understanding your new environment, and building relationships. To accelerate your assimilation into the Pathways culture, your participation and attendance in core meetings will aid in:

- Becoming a highly functional National Leader of the Pathways team and establish a presence in the organization.
- Becoming a highly functioning member of other teams and gain broader awareness of the corporate structure and service line.

With that objective in mind, we have identified a list (see below) of core meetings, critical events, and training opportunities for you to attend in the first 90 days.

Critical Meetings

EVENT TITLE	DATE/TIME	LOCATION	CONTACT
Weekly 1:1 with Brian	TBD	TBD	Team Admin Assistant
Weekly 1:1 with Your Direct Reports	TBD	Phone/Video Conference	Direct Reports
Weekly Team Meetings	TBD	Phone/Video Conference	Entire Team
Buddy Check-in Onboarding Buddy	TBD	Phone/Video Conference	Onboarding Buddy contact information
Meetings with each VP	TBD	Phone/Video Conference	Rick Smith Rick.Smith@pathways.com Breeann Hoerning Breeann.Hoerning@pathways.com
Meetings with each State Director	TBD	TBD	Team Admin Assistant
Meetings with Key Managers	TBD	TBD	Team can supply list and contact information
Meetings with External Vendors	TBD	TBD	Team can supply list and contact information
Shared Services Directors Meeting	Weekly	Phone/Video Conference	Team Admin Assistant
Operations Leadership Team Call	Monthly	Phone/Video Conference	Team Admin Assistant
Shared Services Directors In Person Meeting	Quarterly	Corporate Headquarters	Team Admin Assistant

Recruitment Team	Annual	Corporate Headquarters	You will be the Facilitator
State Leadership Meetings	TBD	TBD	Shared Services Directors
Senior Leadership Team	As Needed	Phone/Video Conference	Team Admin Assistant

Review Additional Resources

In addition to Core Meetings, there are several resources for you to explore independently or with the assistance of your Core Assimilation team. Use the following suggested topics to guide you during the process of learning about the business and your environment.

TOPIC	RESOURCE	COMPLETED DATE
Shared Services & STATE ORGANIZATIONAL OVERVIEW <ul style="list-style-type: none"> ○ Review Org Charts for Shared Services Team and State Operations ○ Review Calendar of events ○ Meet with State Leaders and Key Hiring Managers ○ Meet with RVPs 	Email provided with organizational charts/pictures Brian Boss Brian Boss Email provided with organizational contact numbers	
FINANCIAL AND BUDGET OVERVIEW <ul style="list-style-type: none"> ○ Budgeting Process ○ Preparing your budget ○ Workforce Analysis/Productivity measures 	Brian Boss	

Objective 3: Establish a Relationship with your Leader

As a new or transitioning leader, it is critical that you understand what is expected of you and how to best relate with your new immediate leader. Essentially, you want to get these questions answered:

- As a hire, what do you need from me?
- What do I need from you as my leader?
- How do you want to communicate with each other?

So we recommend that over the next three (3) months, you hold regular meetings with your immediate leader:

- To establish the **Top 3 Goals** to achieve in the first 90 days.
- **Review business results** and discuss transition progress and challenges.
- Understand his or her thoughts on **key focus areas** for you and your team.
- Clarify and establish annual **performance expectations**.
- Share your early view, including **key observations**, challenges, and opportunities.
- Share your Leadership Plan.
- Check your progress.

Best Practice Tips:

- Consider scheduling weekly meetings with your immediate leader for the first month and then scale back as needed.
 - Review the **Top 3 goals** to be achieved in the first 90 days with your HR leader.
-

Objective 4: Build Rapport with Your Team

Establishing an environment of open communication and trust is essential from the onset of your new role. Setting aside time to do this will help create collaborative and productive partnerships with your team members individually as well as accelerate your team's performance.

Consider the following ideas as you go about building these important relationships.

- Review any employee engagement results
Note: Contact your HR leader for this information
- Meet one-on-one with each direct report
- Hold regular team meetings
- Co-create team goals and vision with your teams

Best Practice Tips:

Consider establishing regular and varied communication forums such as:

- Monthly, weekly team meetings
 - 10 minute huddles
 - End of the week email communication to your team
-

Using Powerful Questions with your Team

As you spend time getting to know your team, it is a best practice to ask powerful questions. Powerful questions can evoke discovery, commitment, insight and action. They are simple open-ended questions that create greater clarity and possibility. Powerful questions often have seven words or less and begin with the words "what" or "how." Here are a few examples to get you started:

- What are the three most important things you need from me for you to personally be successful in this new year?
- What organizational or operational advice do you have for _____?
- What do you think your team does best?
- What does your team need to work on?

Objective 5: Create a Network of Relationships

At Pathways, building strong relationships is at the heart of what we do. As such, we believe it is valuable during your transition period to identify those individuals that you will partner with in achieving organizational success.

- To integrate your new team and quickly establish yourself as their new leader, Pathways offers a “facilitated” leader-team dialogue process (i.e. New Leader Assimilation), which is designed to accelerate leader and team learning, relationship building with you and your team. You will learn more about this offering when you meet to discuss other executive development opportunities.
- In addition to building relationships with your direct team, you should also reach out to peers, important internal and external customers, other functional departments, and direct reports during your first 30 days to establish and strengthen those working relationships.

Use the following table to identify those constituents who could also advise you about the business and the organization. **(Develop Based On Role)**

NAME	TITLE	CONTACT INFORMATION

Summary

Thank you for joining the Pathways team. I hope this reference is helpful as you become acclimated to your new role. I’ve have given you some tools and resources to help you:

- Get to know your environment
- Establish a relationship with your leader
- Build rapport with your team
- Build a network of relationships

Please let your Core Assimilation team know if there is anything else we can do to support you.