

New eyes see *what you've stopped seeing.*

> *The clearest view of an organization belongs to whoever just arrived.*

The longer you spend inside an organization, the more the bad things start to look like normal things. Broken processes become the way it's always been done, and the places you could grow quietly fade from view.

The clearest view belongs to whoever just arrived, because nothing is normal to them yet. That's the idea behind New Eyes, New Truths: a conversation with a new employee ninety days in, long enough to see how things really work, short enough that they haven't gone blind to it.

Onboarding research points the same way. Dan Cable of London Business School and colleagues argue that organizations gain most when newcomers are invited to bring their own perspective, not just fit in.

The conversation moves through three parts. Tell me about you is about knowing the employee as a person, not just a worker. Are we living up to our values? asks whether the organization is doing what it says it does. And What can we do better? asks for the fixes they can still see.

Most check-ins evaluate how the employee is performing. This one lets the employee evaluate how the organization is doing.

Ask, then listen. Act on at least one thing you hear, and tell them you did.

Newcomers will tell you what the rest of us have stopped seeing, if leadership asks.

At Boaz Strategic, we develop leaders who see their organization through fresh eyes.

Source: Cable, Gino & Staats, London Business School (2013)