

FROM THE ROLE BENCHMARK · THE FIRST NINETY DAYS

# Onboarding & coaching plan for *Sample Candidate*

The benchmark informed the hire. This turns the same findings into a productive first ninety days at the branch. The gaps the report flagged are not a verdict. They are the development plan, and the work starts the day the offer is accepted.

EMPLOYEE	ROLE	ORGANIZATION
Sample Candidate	General Manager	Acme Landscaping
STYLE	BENCHMARK MATCH	PREPARED
Attainer (S/I)	81%	June 2026

## HOW TO LEAD THIS PERSON

An Attainer leads through trust, not force. Steady, loyal, relationship-driven, and strong on process. Onboard in the register that fits the wiring and the growth comes faster. The single most important habit: do not read quiet as agreement. Check in early and often.

### WHEN YOU COMMUNICATE, DO

- + Be sincere and patient, and give them the full picture.
- + Explain the why behind a change, and how it protects the crews and the standard.
- + Allow time to process before asking for a decision.
- + Acknowledge reliability and the work they do for others.
- + Raise concerns early, directly, and in private.

### DO NOT

- Rush them or force a snap decision.
- Be aggressive, combative, or publicly critical.
- Spring surprises or sudden reversals.
- Treat relationships as the cost of moving fast.
- Mistake quiet for agreement.

### WHAT MOVES THEM

Motivated by stability, belonging, meaningful work done well, helping people, and clear standards. Under pressure they absorb it, accommodate, and may go quiet. Influence comes through trust, consistency, and warmth, so the manager relationship is the lever for everything that follows.

## WHAT THIS PLAN DEVELOPS

### THREE COACHING PRIORITIES, DRAWN STRAIGHT FROM THE REPORT

These are the three competencies that sat below the top-performer benchmark. None is disqualifying for a relationship-driven operator. Each is a deliberate target with a number to move and ninety days to move it.

#### 01 Decisiveness under pressure

Start 7 · Benchmark 9

**WHAT GOOD LOOKS LIKE BY DAY 90** · Makes the call before full consensus on reversible decisions, and escalates only what truly needs it.

**HOW TO BUILD IT** · Start with reversible decisions like crew scheduling, widen the scope toward bid pricing and branch spend, and debrief each call so judgment improves with the reps.

#### 02 Direct communication & conflict

Start 6 · Benchmark 8

**WHAT GOOD LOOKS LIKE BY DAY 90** · Delivers critical feedback to a crew leader or account manager early and directly, in private, before a small problem grows into a large one.

**HOW TO BUILD IT** · Rehearse the hard conversation first, then run the real one, then debrief what landed and what did not.

#### 03 Adaptability to rapid change

Start 6 · Benchmark 8

**WHAT GOOD LOOKS LIKE BY DAY 90** · Adjusts the plan under weather, peak-season, and rush-job pressure without dropping the quality standard.

**HOW TO BUILD IT** · Model what raising the tempo looks like, hand over the next fast adjustment, and pull back the support over time.

**Lead with the strengths, not the gaps.** This candidate exceeds the benchmark on relationship building, team development, and process discipline. Use those for early, visible wins with the crews and accounts. The credibility they earn in the first thirty days is exactly what makes the harder growth work feel safe to attempt in the next sixty.

### THE NINETY DAYS AT A GLANCE

PHASE	FOCUS	THE WIN
<b>Land and Learn</b> DAYS 1-30	Build trust, learn the operation, win early on existing strengths. Do not push the growth edges yet.	Crews trust them, knows the branch numbers, one early visible win.
<b>Stretch with Support</b> DAYS 31-60	Practice the three growth edges in real but scaffolded situations. Decisions, direct feedback, urgency.	One owned decision, one direct conversation, one fast adjustment.
<b>Own the Seat</b> DAYS 61-90	Reduce the scaffolding. They drive, the manager becomes a sounding board. Measure the movement.	Running the seat, scores closing toward benchmark.

## PHASE ONE

# Days 1 to 30 · Land and Learn

An Attainer needs stable footing and the whole picture before they stretch. The first month builds trust and fluency, and banks early wins on the strengths that already exceed the benchmark. Resist the urge to push urgency or confrontation now. That comes next.

### MANAGER COACHING ACTIONS

- Give the full picture up front. The why behind the role, the branch history, and the standard you hold.
- Put 30, 60, and 90 day expectations in writing. Ambiguity stalls this style.
- Name the three growth areas openly and early, framed as coaching, not criticism.
- Set a standing weekly one-on-one. Private and predictable.
- Acknowledge reliability out loud. It is how this style hears that it is valued.

### WHAT THE NEW HIRE FOCUSES ON

- Build relationships across the crews, the account managers, and peers. This is the superpower. Let it create early credibility.
- Ride along on the jobs to learn the operation, the routes, and the metrics, and the proven processes already in place.
- Document the current state and where process or quality can be tightened.
- Identify the people and the accounts that need attention first.

### BY DAY 30

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- Met every direct report one-on-one, crew leaders and account managers, and mapped the team.
- Knows the branch's numbers and can name the top three risks.
- Landed one early, visible win using a relationship or process strength.

**WATCH FOR** · Trust will come fast. The risk is staying in learn-and-please mode too long. If week four still has no decisions and no opinions, name it directly in the one-on-one.

## PHASE TWO

# Days 31 to 60 · Stretch with Support

With trust established, the new hire begins practicing the growth edges in real situations, scaffolded rather than thrown in. The manager's job here is the hardest. Hand over the rep and resist solving it for them. The growth is in the doing.

### MANAGER COACHING ACTIONS

- Hand over decisions with a clear frame. "Make the call. I will back you." Start reversible, build to higher stakes.
- Rehearse one hard conversation before it happens, then debrief after it lands.
- When they defer or go quiet under pressure, name it privately in the next one-on-one and ask what they would do differently.
- Model urgency once on a weather or peak-season call, then ask them to run the next one.

### WHAT THE NEW HIRE FOCUSES ON

- Make at least one decision with incomplete data, and own the outcome either way.
- Deliver one piece of direct, critical feedback to a crew leader or account manager. Early and in private.
- Lead one situation that required moving faster than comfortable, a storm response or a rush install.
- Practice initiating the unfavorable conversation, with a client or a report, before being asked.

### BY DAY 60

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- Made and owned a decision without full consensus.
- Delivered direct feedback, and it held.
- Ran an operational adjustment under real time pressure.

**SUCCESS INDICATOR** · The hesitation window is shrinking. They go to the crews for cover on reversible calls less often than they did in month one.

## PHASE THREE

# Days 61 to 90 · Own the Seat

The scaffolding comes down. The new hire drives the decisions and the hard conversations, and the manager moves from director to sounding board. This is also where the work gets measured against the same benchmark the hire was made on.

### MANAGER COACHING ACTIONS

- Step back. Let them bring you the calls already made, not the calls to make.
- Give feedback on judgment, not just outcomes.
- Re-score the three target competencies against the benchmark and show the movement.
- Plan the next ninety days. What stays a focus, what is now a strength.

### WHAT THE NEW HIRE FOCUSES ON

- Own decisions end to end. Bring decisions, not questions.
- Hold the standard directly when it slips, in the moment, not after.
- Set boundaries to avoid overextending. The style's self-management risk.
- Self-assess against the benchmark and name where support is still needed.

### BY DAY 90

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- Running the seat with the manager as a sounding board, not a driver.
- Direct feedback is routine now, not an event.
- Measurable movement on decisiveness, direct conflict, and adaptability.

**SUCCESS INDICATOR** · Decisiveness and direct-communication scores are closing toward the benchmark, branch performance is steady or up, and retention risk reads low.

### WHAT TO MEASURE

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Track the outcomes a landscape operator actually cares about, reviewed at each checkpoint: time to productivity, completion of the 30, 60, and 90 day milestones, movement on the three target competencies, crew retention and engagement, and the manager's confidence in delegating the seat.

The report was the decision. This is the follow-through. Revisit it at day 90, reset the targets, and run the next quarter from there.

### PREPARED BY

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