

# Onboarding 101 Syllabus

## Course Creator and Facilitators

This course was created by Mark Morgenstern, with help from David Elsinger (ReachGlobal) and Tim Palmer (GEM and CIT.) **Mark** is the former training director for ReachGlobal and current director for continuing learning through the CIT Next ministry of **Center for Intercultural Training**. Mark falls into the category of a person who has experienced many poor onboarding experiences and one or two pretty good ones. He has always tried to provide good onboarding experiences for those joining his teams or ministries. How good is he? You'll have to ask Dave E. 😊

Mark is passionate about leaders serving as catalysts whereby those under their supervision are purposefully developed and serve in healthy and fruitful ways in a sustainable fashion. He hopes this course will help that be a reality in the lives of a growing number of team and field leaders.

## Course Description

Is it possible that my success in connecting new staff to context, ministry and team will mean their success in fulfilling the calling for which they have been sent? This is the thesis that is explored in this 5 week online course offered by CIT Next.

The intended audience is team and field leaders who will be integrating new team member(s) onto the field in the next 6 months or less.

Time commitment involved: 4 weeks of 4 hours per week. These four weeks are preceded by 2-4 hours of course orientation material that is presented during the one-week period before the launch of the content portion of the course.

Please note that ideally, for maximum learning impact, a learner in this course will on three or four separate days each week spend 30-90 minutes working on the material. Some of the course work will involve reading, writing, listening and watching on the computer. Other pieces will involve interacting with others in your location or spending time in personal reflection, prayer, or Bible study.

Onboarding 101 is the first distance learning module being offered as an online course by Center for Intercultural Training. Our hope is that this course will accomplish two goals: (1) Help field and team leaders be more committed to and proficient with onboarding new missionary staff, and (2) Showcase for leaders through their own personal experience the potential for transformative learning that can happen in an online facilitated, collaborative course. We believe that if leaders have themselves positively experienced this type of learning, they will more readily recommend this to those under their supervision.

The course will run a total of five weeks (including the Course Orientation) and covers these main topics:

- **Course Orientation**
- **Week 1 - What is my job as a team or field leader?**
- **Week 2 - Onboarding to Context and Team.**
- **Week 3 - Onboarding to Ministry and Ongoing Learning.**
- **Week 4 - What now? - My plan and Implementation.**

## Course Outcomes

As a result of robust participation in the course and all of its elements and activities, our hope is that each learner would...

- Be convinced that I have the opportunity to meaningfully contribute to the ongoing fruitfulness of a new missionary.
- Grasp what onboarding is and why it is important.
- Be able to utilize supervisory practices already in place to develop new missionaries.
- Believe that the development of people under my supervision doesn't add to my job, but rather is my job.
- Understand that staff development is an act of disciple-making.
- Understand and desire to implement a developmental cycle with those you onboard (watch, help, do with help, do alone being watched, do alone).
- Be aware of the many aspects of living and ministry context to which an individual should be connected.
- Value the importance of disconnecting from one's home context as a prerequisite to connecting to a new context.
- Be able to find balance in the process of onboarding between team inclusion and unhealthy imprinting to missionaries, rather than to local people.
- Know the elements involved in onboarding an individual to a team.
- Be convinced that adding new person to the team means formation of a new team.
- Understand the importance of helping the new missionary's expectations of team line up with reality of the particular team.
- Be able to use team meetings skillfully for teamwork as well as for onboarding.
- Appreciate and value the critical importance of defining team membership and roles.
- Believe that it is possible, and dangerous, to exchange long-term fruitfulness for the sake of short term gap-filling.
- Be able to balance time invested in necessary learning assignments with helping the new missionary to feel engaged and a needed part of the ministry.

- Know the elements involved in onboarding an individual into a ministry.
- Understand the power of just-in-time learning.
- Be convinced that much more is learned through combining coaching and training than by employing training alone.
- Be able to individualize the onboarding approach to each person's needs (since everyone is not like you.)
- Know the elements involved in ongoing learning for a missionary.
- Grasp that culture is predominantly learned in the most organic way through participant observation.
- Believe in the importance of holistic development (personal, spiritual, relational, vocational) for total health which will lead to longevity and fruitfulness.
- Know that onboarding checklists exist and how to customize and use them, being wary of simply trusting intuition.
- Believe that lifelong learning is vital to long-term health and productivity.
- Agree that a whole team must be committed and supportive of the onboarding process (including field team and HR pre-field contributors.)
- Be committed to quality communication in order to integrate expectations and increase feelings of well-being and satisfaction.
- Agree that disappointment of new missionaries in the onboarding process is both common and often avoidable.
- Have the ability to choose which elements of onboarding to do myself and which to delegate to others, and why.

## Course Materials

All readings and materials required will be available on the course site or through sites visited by Internet.

## Course Mechanics

The key to successful learning in this course is interaction. This interaction takes place both with the facilitator and with the other participants in the course. It is vital that each participant faithfully to post responses on time and reply to the posts of other participants. You will not receive a grade or mark from your facilitator. Your success in learning will be measured by you and your team when they notice the impact of the lessons learned on your leadership of your team.

You should plan to participate in the course several times each week, on at least every other day. We want you to engage with each other as well as with the subject matter. Don't be afraid to articulate your unique ideas, think critically, or ask challenging questions of others in a godly manner. Of course, your words of encouragement to fellow participants are always welcome.

Before you begin Week 1, please carefully review and complete activities under 'Course Orientation.' Important introductory information and course navigation tips are presented there.

The course will require 4-6 hours a week of work, depending on your level of interaction with the other students. All the material is presented online, and will be a mix of text, audio and video. Please complete all weekly activities in the order they are presented. A main part of the course is the interaction between participants and the facilitator through forums.

This is an asynchronous course, so there are not specific times you need to be online. Participants will be in several different time zones around the world, so there is not one set time when everyone is online at the same time. The assignments have due dates, and within the boundaries of those due dates you are free to complete those assignments according to your schedule (i.e., you can do them at night, in the morning, at lunch, etc.). Please note that all references to due dates and times refer to Eastern Time, USA (New York).

## Copyright Issues

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