

Welcome Onboard

Steps for Supporting New Hires Do Real Work Day 1



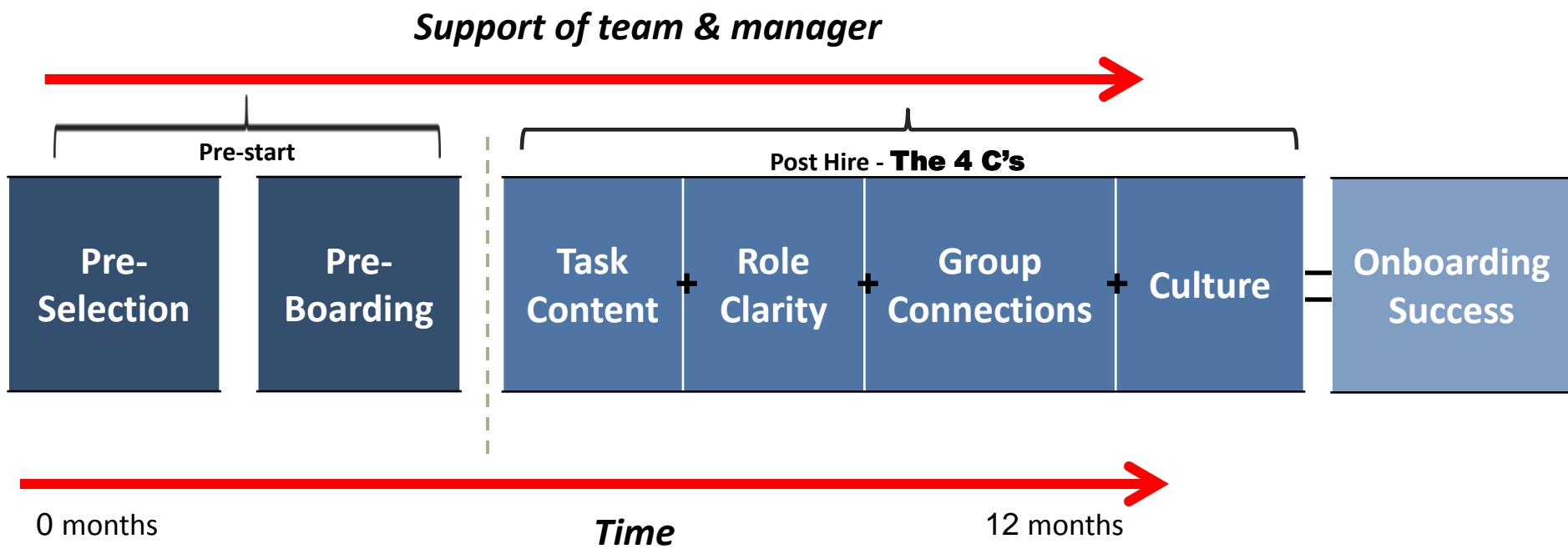
Overview of Webinar

1. Onboarding defined – what is it?
2. Model the various building blocks behind a successful onboarding programme.
3. Summarise onboarding best practice literature into 5 simple rules.
4. Share tips, tactics, and tools to apply to in-house onboarding programmes.



Onboarding is the process by which a new hire acquires job-specific **content, role, group, and cultural** knowledge to transition from an organisational outsider to insider. It is a process that **relies on insiders** to provide a suitably **customised experience** that commences **pre-selection** and **unfolds over time**.

Onboarding Model



Onboarding versus Induction

Strategic Onboarding	Induction
<ul style="list-style-type: none">• A process• Customised• Covers all aspects of working life• Accelerates learning and adjustment• Senior level staff, coaches, manager, peers, and HR	<ul style="list-style-type: none">• One off event• Standardised• Narrow, compliance focus• Accelerates understanding of systems and processes• Delivered by HR and admin staff

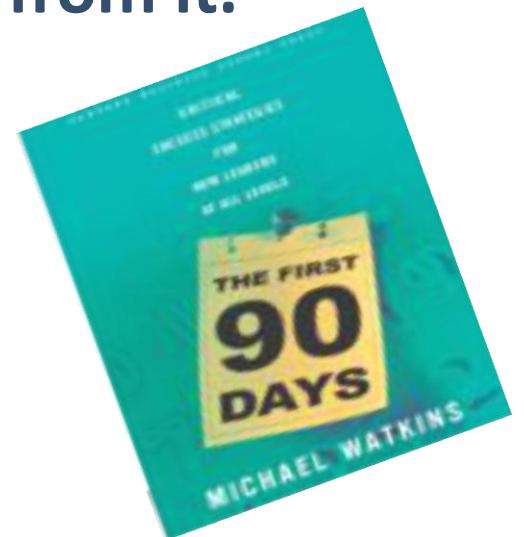


Rule 1:

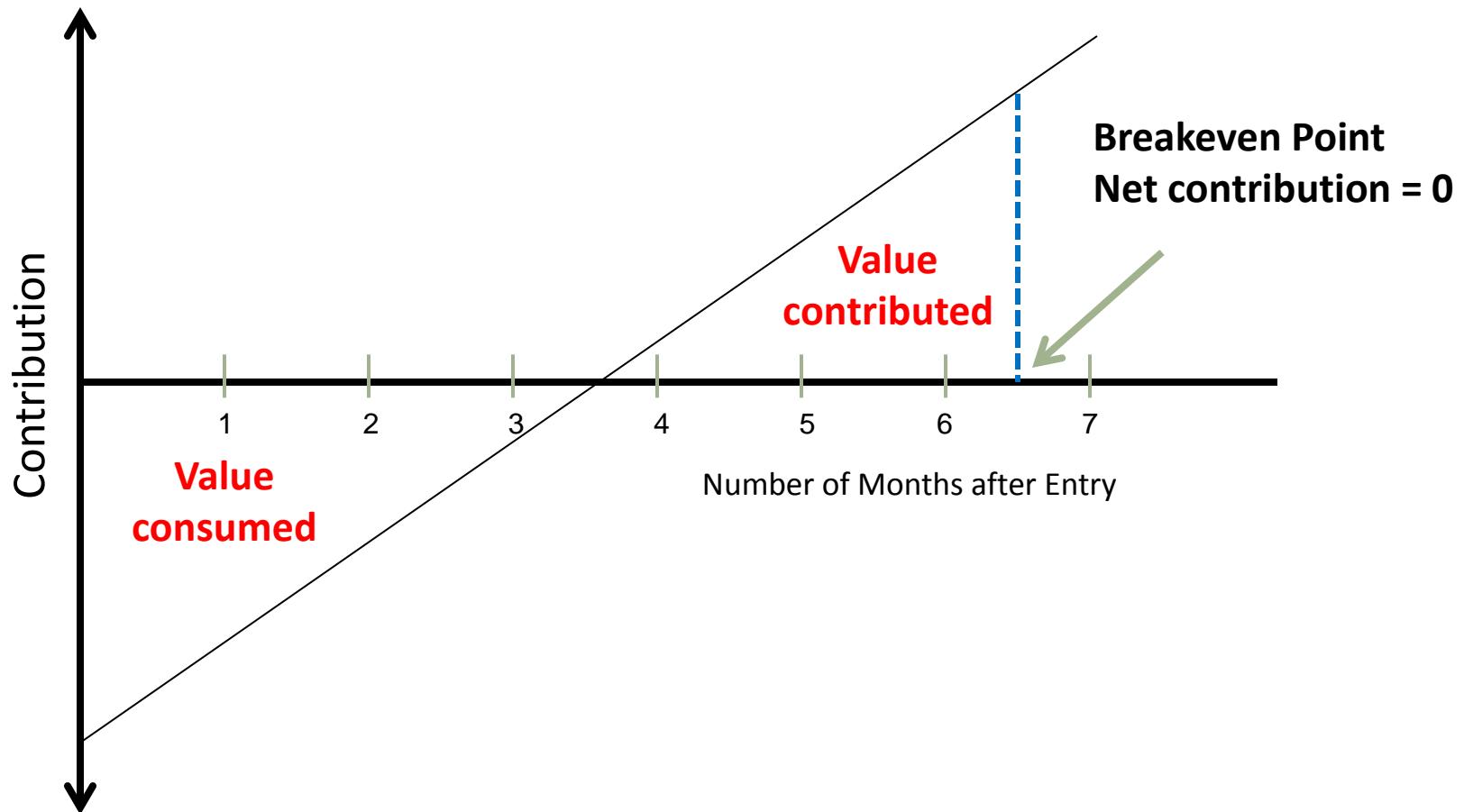
Don't leave learning & adjustment to chance

The First 90 Days

The breakeven point is the point at which a new hire has contributed as much value to their new organisation as they have consumed from it.



The First 90 Days Breakeven Point



Content Areas a Newcomer needs to Learn

Most Difficult	Moderately Difficult	Low Difficulty
<ul style="list-style-type: none">• Establishing effective working relationships• Politics, informal power structure, influence• Implicit rules, norms, and procedures• Language, acronyms, slang, jargon	<ul style="list-style-type: none">• Customs, myths, beliefs & values• Developing social relationships• Formal responsibilities & authority• Task proficiency & acquisition of skills to do the job	<ul style="list-style-type: none">• Rules & procedures• Organisational history• Inducements (pay, bonuses, opportunities)• Mission, goals, competitive position

How can we help new hires master this learning?

We do this by.....



Structuring new learning to include:

- A clear onboarding plan for Day 1, Week 1 that outlines key firsts/key events, target dates, and deliverables
- Key insiders to help navigate areas of learning difficulty and to provide critical information
- Help get some quick wins – instill confidence and stimulate greater success

Structured learning = less stress and anxiety

“New hires are more likely to ask questions, seek feedback, socialise, and build relationships when their onboarding is structured. When organisation’s adopt a sink or swim mentality, new hires are less likely to do these things”.

(Gruman, Saks, & Zweig, 2006)



Rule 2:

Onboarding starts pre-selection

“Actually, we’re a two man operation.
They’re just ambiance.”

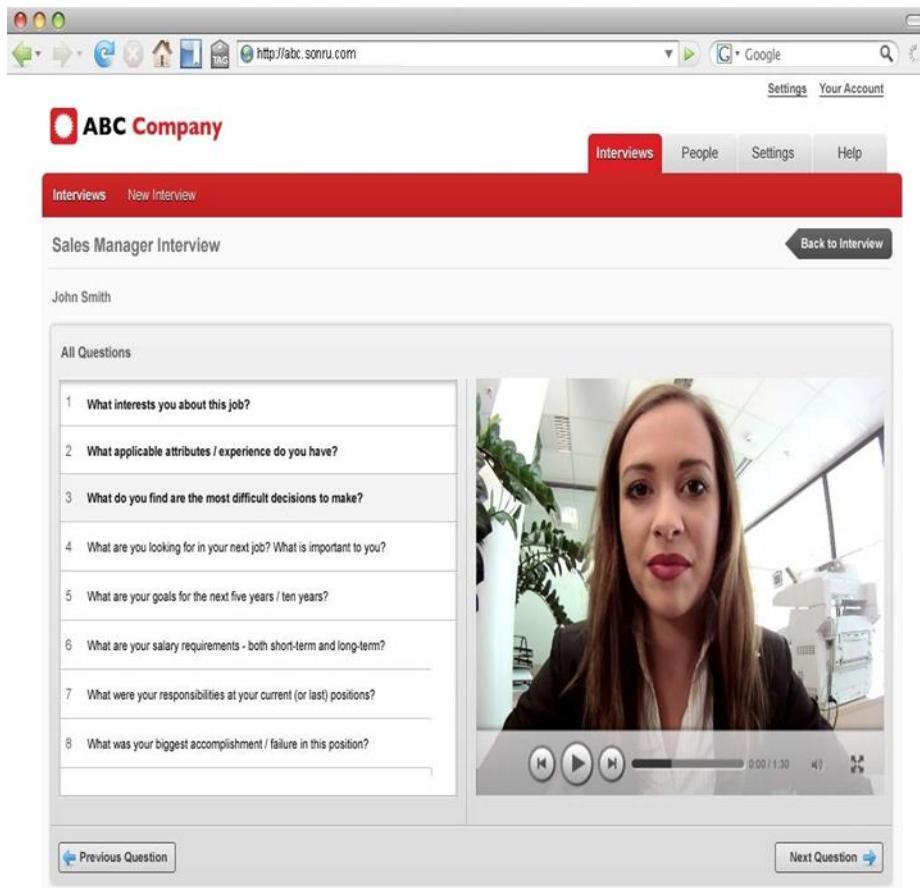
We do this by...



Assist potential hires pre-selection by:

- By providing accurate information about the job
- Remember candidates can get connected to staff inside your organisation
- Give your onboarding programme a brand/logo/ tagline that communicates the experience

Video Pre-Screen



Candidate is sent an email with embedded link

Website can be totally branded as your own

Include welcome from the hiring manager + additional organisational and job information

Immerse candidate in organisational culture from the outset

Pre-boarding is when a new hire has accepted a new position but is still sitting inside their current workplace



- **Get the workspace organised** (computer, phone, business cards)
- **Send an online welcome pack with important information & welcome letter**
- **Share background organisational information** (history, newsletters, webinars)
- **Share team bio's, blogs, photos.....**
- **Schedule key meetings in advance**
- **Take advantage of technology**

Anything to get them **connected** into the **organisational chatter** is valuable!



Rule 3:

Engage the wider team and leaders

The Boss

(expectations, performance standards, evaluation)

Direct Report
(social support, an additional set of eyes/ears)

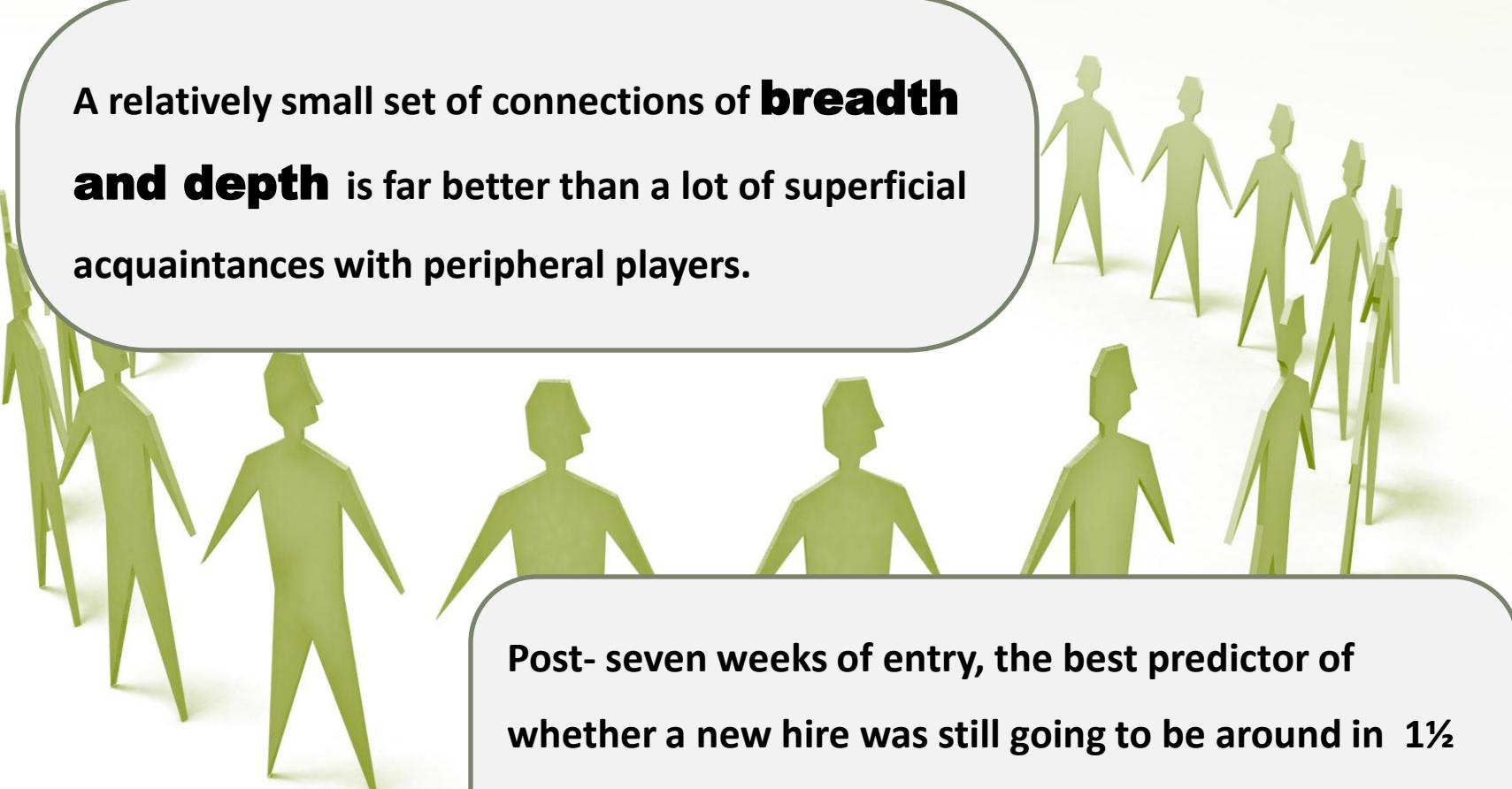
Buddy

(Someone at the same level; to ask trivial questions without fear)

Peer

(social support, group and technical information)





A relatively small set of connections of **breadth** and **depth** is far better than a lot of superficial acquaintances with peripheral players.

Post- seven weeks of entry, the best predictor of whether a new hire was still going to be around in 1½ years was the **quality of the boss relationship.**

Get New Hires Connected!



- Get involved in cross functional projects
- Give time to socialise (coffee breaks, out-of-work functions)
- Help them find a buddy at work
- A ‘newcomer’s club’ that has executive support
- Feed existing employees with information about their new colleague. They are impacted on the transition of a new hire too!

The messages people hear within the first 2 months are the most memorable, so don't let networks develop by chance.



Rule 4:
Onboarding is not a one-size fits all



Often assume seniors **will work things out faster & get connected sooner**

Narrow experience can lead to someone being **set in their ways**, while considerable prior experience can produce '**false confidence**' and inhibit feedback seeking

Little time for **learning on the job**, so we should kick start learning before Day 1

No longer see a job for life

Interested in **what we can offer** and plan for them in the first year and beyond

Organisations will lose out if they can't **demonstrate a robust onboarding programme**

Desire scope for **stimulating work, growth and change**



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Rule 5:

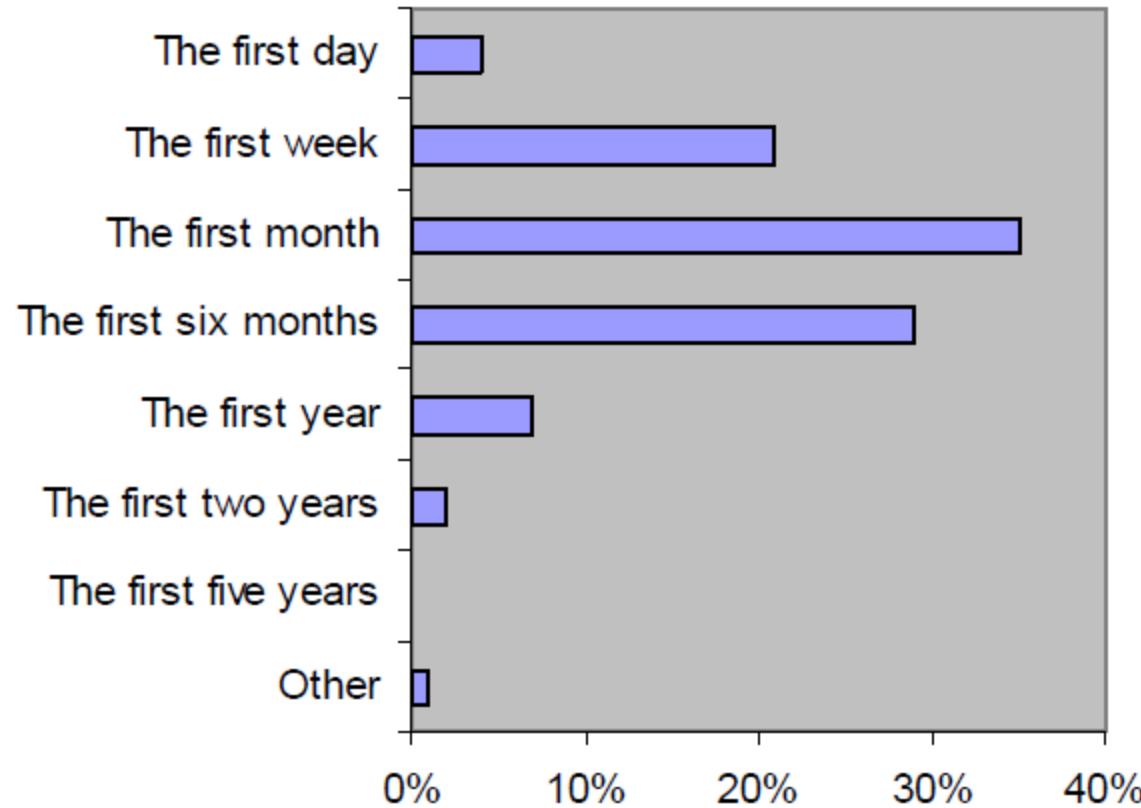
Onboarding is a process not a single event

We do this by...



- Front-loading the programme as much as possible
- Ensuring that all mentoring, support, and learning is consistent and continuous
- Use milestones to check on employee progress; **what is the learning, challenges, and gaps?**
- Identify 2-3 quick wins to build credibility and confidence within 1-2 months

Timeframe in which an Employee Decides to Stay



**90% of employees will decide to stay in an organisation
within the first 6 months (Aberdeen Group, 2006)**

Onboarding = Positive Outcomes

Individual	Group	Organisation
<ul style="list-style-type: none">• Lower stress & anxiety• Increased job satisfaction• Greater creativity/innovation• Greater intentions to stay• Task mastery• Increased confidence & self-belief• Increased performance	<ul style="list-style-type: none">• Stronger team cohesion• More stable team membership• Social acceptance	<ul style="list-style-type: none">• Stronger culture• Higher morale• Reduced intentions to quit• Lower absenteeism & turnover• More positive employer brand