



Leadership Essentials



The Case For
New Hire
Onboarding

PARTICIPANT GUIDE

Table of Contents

Participant Guide

- Table of Contents2
- Onboarding Process3
- The Four “C’s”4
- Responsibility & Motivation6
- New Hire Onboarding Lessons From The Military7
- Next Steps8

Objective: This lesson demonstrates how businesses can implement effective onboarding strategies to increase employee engagement and increase retention.

Onboarding Process

"Organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70 %."
~ Glassdoor

How strong is your onboarding process? Take the time to evaluate the current state of your new hire onboarding program.

Challenge:

Part 1: Think of an employee in your company, or former company, who left after a poor start. What did you learn from this employee's experience?

Part 2: Quickly review your onboarding process by asking the following:

Does your onboarding processes include...

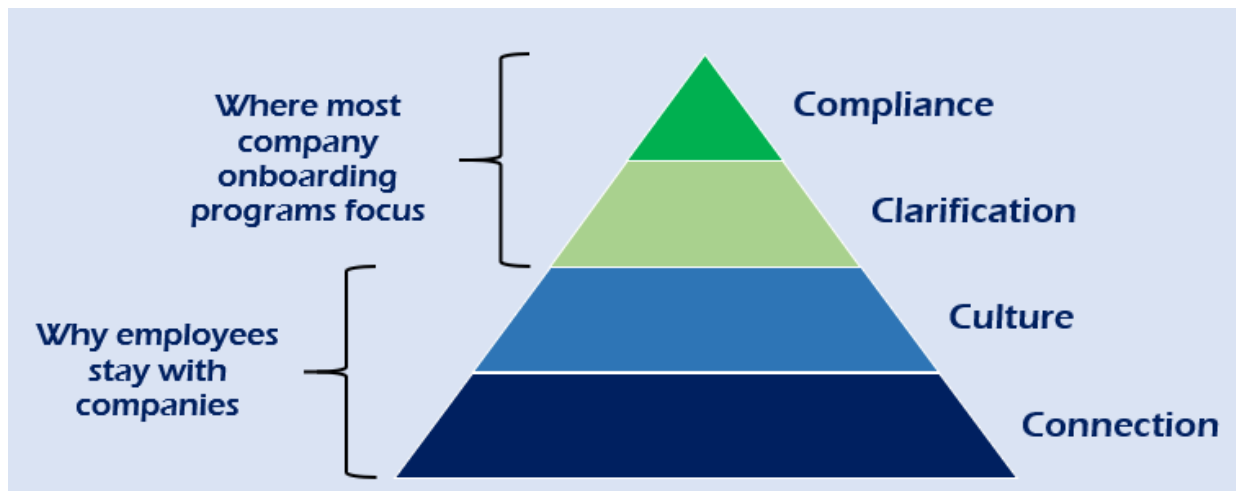
- An explanation of what a "good job looks like" and how this is measured.
- Clear company regulations, procedures and policies.
- Tools (checklists, job aids, training, processes) to help new hires follow policies, processes and common procedures.
- Clearly defined company core values and expected behaviors.
- Opportunities for new hires to connect with management and teammates.
- A balance between motivation and responsibility.
- Stories that demonstrate your company's culture.

If you did not check all these boxes, take steps towards incorporating each into your onboarding process.

Part 3: If you wanted to explain your company's culture in 15 minutes or less, what three stories would you choose?

The Four “C’s”

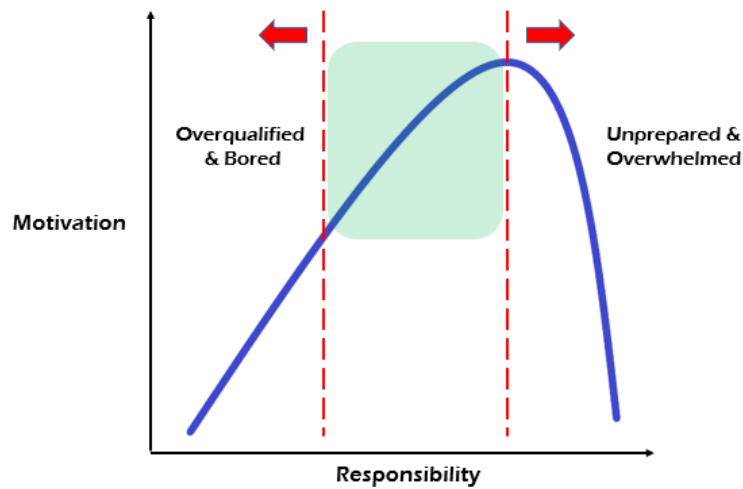
Look at your onboarding program as a pyramid with the top two sections as Compliance and Clarification and the bottom two sections as Culture and Connection.



Challenge: Rank your current process in each of the Four “C’s” and answer the questions for each below.

Four C's	Rating Circle your rating	Where are you getting it right?	Where do you need to invest more effort?
Compliance (involves learning the basic rules, regulations, and policies of the organization)	Excellent Very Good Good Weak Unacceptable		
Clarification (ensures that the new employees understand their roles, responsibilities and related expectations.)	Excellent Very Good Good Weak Unacceptable		
Culture (includes providing employees with a sense of organizational norms— both formal and informal.)	Excellent Very Good Good Weak Unacceptable		
Connection (refers to the vital interpersonal relationships and information networks that new employees must establish.)	Excellent Very Good Good Weak Unacceptable		

Responsibility & Motivation



"As the leader, you hired this individual and it is incumbent on you and your entire team to make sure they acclimate at any cost."

~ Ian Mathews

Challenge: On the spectrum of Responsibility and Motivation, where do you rank? Write your thoughts on the current pace of your program. Use the following questions to guide you.

1. Show this graph to some of your most recent new hires and ask them to show you where they were at 30, 60, and 90 days. What did you learn?
2. What steps could you have taken to improve the pace?

Next Steps: Discuss what you've written down with your manager and start taking steps to change the experience for your next great hire.

New Hire Onboarding Lessons From The Military

"Uncertainty creates anxiety, so give your new hires 'Day One Certainty' in the form of a schedule."

~ Ian Mathews



In three words, the military is disciplined, consistent and deliberate. Can you say the same about your onboarding program?

Challenge: Reflect on the onboarding lessons from the military. Where does your onboarding process fall short? Review the questions below and check off the boxes that are currently part of your onboarding process.

Deliberate & Detailed Schedule

- Is your new hire's first day planned out to the hour?
- Is your new hire's first week filled with scheduled appointments with key team members, leaders, support personnel and customers?
- Do you have a weekly framework for the first 90 days of any new hire?
- Is this calendar written out with expected milestones, accomplishments and lessons learned?
- Does the direct manager schedule specific check-in meetings on a weekly basis to gauge progress to the written plan?

Sense of Mission

- Are you hiring 'like-minded' people?
- Do you share the same stories with every new hire?
- Do you plan for each new hire to go through your customer's journey?
- Do they have opportunities to collaborate with their peers to understand the front line's sense of mission?

Focused Teamwork & Networking

- Do you foster an environment where your new hires immediately feel welcomed and a part of a team?
- Do you plan deliberate team building activities into their first week?

- Do you assign peers to play active roles in a new hire's onboarding experience?

Immediate Application & High Stakes

- Do you deliberately challenge your new hires early and often?
- Do you give new hires a chance to fail early in their tenure?
- Do you offer an early opportunity to demonstrate leadership?

Senior Mentoring

- Are your mentors chosen based on proficiency, maturity and leadership?
- Do you choose mentors who want to develop new hires?
- Do you choose mentors who remember what it was like to be a new employee?

Next Steps

Reflecting on the military onboarding lessons and questions above, what steps could you take to implement a more rigorous onboarding process?

"In business, the stakes may not be life or death but a company's survival does depend on acclimating and retaining new talent."

~ Ian Mathews
