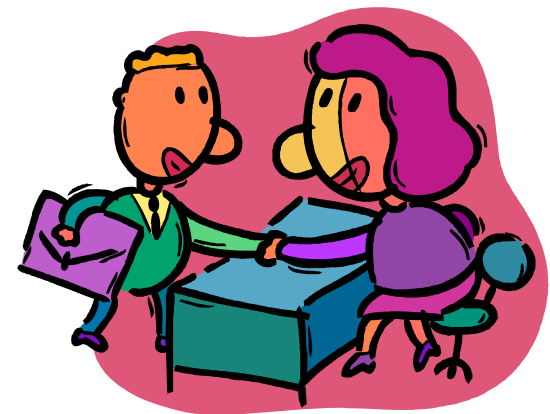




Onboarding

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What is On-Boarding?

- A strategic, deliberate business process that combines people, process, and technology to optimize the impact of a new employee
- First 90-120 days
 - Often includes pre-hire
- New, transitioning, or “merged” employees



Common Practices

- “Orientation”
- Networking and relationship building
- Goal setting and planning
- Milestones/metrics
- On-boarding Events



Uncommon Practices

- External coach
- Leadership assessment
- Internal “integration” coach
- Intranet Portal
- New Leader Assimilation Process

Activity

- Turn to someone sitting next to you
- Talk about your first 90 days on your current job or a previous job
- What did you learn about the organization?
- Was it a positive experience?
- What did you learn?
- How could it have been better?

On-Boarding Outcomes

- Support for change management
- Understand the organization and become engaged in strategic efforts
- Clarify goals and role
- Increase awareness of vision, strategy
- Connect the person's job to the organization
- Accelerate efficiency and effectiveness on the job

On-Boarding Checklist

- Identify with the new job
- Get aligned with your manager
- Find your network
- Know yourself – past, present, future
- Get aligned with your organization
- Connect with your staff
- Build your team
- Chart your progress
- Realign with your manager

Important Metrics

- Learning the role
- Building effective relationships
- Understanding the culture
- Involving critical stakeholders



Case Studies

Bank of America

- 3000 Executives
- Promotions, new hires, and executives who enter BOA through a merger
- First 120 Days:
 - Meet with key stakeholders
 - Peer coach to gain insight into the business, culture
 - New Leader Team Integration” meeting
 - “Mini-360 feedback review”
 - New Executive On-Boarding Program



Bristol Myers Squibb

- 500 Executives
- New Hires
- 120 Days
 - Cultural Assessment – Selection – Coaching
 - Internal Mentor – “Culture Guide”
 - Senior Advisors – Insight into New Role
 - Manager – Coaching and Direction
 - Internal Integration Coach – Support as Needed
 - Executive Orientation Program
 - New Leader Integration to Kick-Start High Performance Team



Kellogg

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- 30,000 Employees
 - New Hires
 - 90 Days:
 - Transition Toolkits
 - New Manager Assimilation
 - Transition Training
 - Employee Resource Groups
 - Manager – Direction, Support, Transition Plan
 - Transition Partner – Culture Guide, Role Clarification
 - HR Business Partner – Info about HR Programs, Policies, etc.
 - HR Admin – Sets up Work Area, Ensures Tasks are Completed
 - Assessment

Capital One

- New Leader Assimilation Program (NLAP)
 - Generate business results in the first 90 days
- HR Interviews
- Customized Transition Guide
- Facilitated meetings with new staff
- “Assimilation buddy”
- Assessment

Activity

- Turn to someone sitting next to you
- Are you using on-boarding in your organization?
- If yes, what would improve your on-boarding practices?
- If no, what do you think is needed in your organization?



Questions?