



## **Onboarding and the Manager: From Reluctant Participant to Engaged Owner**

**Whenever a position is filled there is a collective sigh of relief from the organization, especially from the hiring manager. However, there is still work to be done and the “recruiting” is not over yet....**

*-Brenda Hampel & Erika Lamont, Partners*

Whether you are a hiring manager, a Human Resources partner or one of the fortunate

### **Fast Fact:**

According to the [Current Employment Statistic Highlights Report\\*](#), dated September 3, 2010, the private sector has added 763,000 jobs so far this year.

That is an average of 95,000 jobs per month.

*\*Bureau of Labor Statistics*

who have landed a new job in this post-recession rebound, you understand and have experienced the rigors and grind of a recruitment process. As the process culminates to an offer and job acceptance, too often the key players in the organization start to quickly turn their focus to “hitting the ground running”. This is especially true for the hiring managers. It’s usually not that they intend to “forget” about the new hire, but they have typically been so focused on the time-consuming selection process, that they are often anxious to get back to work. Once the candidate has accepted the job, they take the opportunity to return to work “as usual” and catch up, leaving the onboarding work to the human resources partner, the new hire or worse, leaving it to no one.

The opposite phenomenon actually occurs for the new hire, after she accepts the job. She is highly engaged, now having committed to this new organization and breaking ties with her old one. This pre-start period of the [onboarding process](#) is the prime opportunity to cement her engagement with the new organization. But too often a plan is not in place to transition the new hire from job acceptance to Day One, Month One and beyond. Most organization have an orientation or paper work process and some limited training classes, a meet and greet schedule or a “buddy system”, but they miss the opportunity to really integrate people into their cultures and roles.

### **It’s Not My Job**

Just mention the word “[culture](#)” and people automatically think, “That’s a Human Resources’ thing—nothing that I need to think about.” So, onboarding is left solely on the shoulders of HR partner, or it’s not addresses at all. The hiring manager is missing a key opportunity to set up his new hire for quick success, and more importantly, lasting

engagement. At the same time the HR Partner is expecting the hiring manager to take the lead role in integrating his new associate. A consequence of this “push-pull” is that the onboarding does not happen as it should for the new hire.

To get passed how it “should be” and instead focus on how to work with what you have, we recommend taking a step back and thinking it through. Start by asking, “So what are the responsibilities of the hiring manager in an onboarding experience?” Our experience with dozens of organizations has taught us that the last thing a hiring manager wants is another binder from HR. Instead by *showing* what’s in it for them, keeping it simple, focus on the business and making it impactful are the secret ingredients for getting hiring managers to participate and stay engaged in the process.

## What’s in it for me?

As experts will tell you, creating a compelling [business case](#) for something is the best way to gain buy in. Hiring Managers are no different. If you can demonstrate direct correlation to their participating in the onboarding of their new hires and their department’s success, their function’s success and their personal success, you’ve got their attention.

According to the most recent research study on onboarding by The Aberdeen Group, 63% of the Best in Class organizations indicate that they have experienced improvements in employee performance within the first 12 months of rolling out their onboarding process. There is a compelling case study included in the report of a Fortune 50 company that implemented an onboarding process for 1,000 new sales reps with the goal to reduce the time it took them close deals. After six months, the company realized an average of 20% reduction in the time it took their sales reps to close their first three deals. The sales reps were able to achieve 56% of their annual sales quotas during the first six months, as compared to achieving 48% of their quotas without an onboarding process. **With each rep carrying a \$15 million sales quota, the average sales increase in the first six resulted in \$600,000.00 per rep who was onboarded!\***

## Keeping it Simple

Many organizations that we have worked with to revamp their onboarding experiences quickly realized that their hiring managers needed a simpler, more straight-forward approach. Provide the top 3 action items for the time period, a few easy-to-use tools to support them, and let the go. Any more burdens on their time, or cumbersome and complicated documents or processes to follow and you’ve lost them. They will find a way to onboard their new hires a different, and therefore, not organizationally consistent way, or not at all.

## So What?

Hiring Managers want their new hires to succeed.

They now understand that they have a little more responsibility to support that success. And, oh, by the way, they also have a tool/resource that makes it easy to give that support. We are all familiar with the statistic that tells us employee satisfaction is heavily based on the relationship with their direct manager. The onboarding period is where it all begins.

The proof is in the work. The last thing any hiring manager wants is a binder from HR! Use a live example to introduce and familiarize a hiring manager with the process. Remember onboarding is a business process not an HR process. A new employee, who has the right information at the right time, builds relationships with key stakeholders and receives feedback that allows him to stay on track, will be highly engaged and productive faster.

For more about how to engage your managers in the onboarding experience join us for our free webinar in October.

#### Upcoming Webinar:

#### ***Onboarding and the Manager: From Reluctant Participant to Engaged Owner***

Tuesday, November 16, 2010  
11:00 AM EDT

FREE

[Register now-spaces are limited!](#)

\*From *Onboarding: The First Line of Engagement*, February 2010, Kevin Martin and Justin Bourke

## News and Announcements

Brenda Hampel and Erika Lamont are contributing authors to the most recent onboarding book being released by McGraw-Hill on October 15, 2010.

The book is titled, *Creative Onboarding Solutions: Tools for Energizing Your Orientation Program*, by Doris M. Sims. Find it on [Amazon](#)---preorders are available now.



Brenda and Erika are presenting ***“Onboarding Without Falling Overboard”*** and Educational Session at the HR Southwest SHRM Conference on October 12, 2010 in Dallas/Ft. Worth.

### About Connect the Dots Consulting

Connect the Dots is a management consulting firm dedicated to creating solutions focused on leadership onboarding and high-performing teams. Connecting your organization’s leaders and their teams to measurable objectives is our purpose and passion.

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