

# ONBOARDING

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The BRIGHTON GROUP

oiPartners<sup>Inc.</sup>

The Brighton Group/OI Partners Inc. is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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After much time and expense, the organization has finally hired that key staff member with great fanfare only to have the honeymoon quickly come an end. In a recent study, the Human Capital Institute reported that 7 of 10 new employees do not clearly understand their roles and responsibilities, which contributes largely to their failure to deliver expected results and build successful relationships. So, what does the successful 30% do that makes the difference?

A well-designed, onboarding process supports new employees in developing a deep connection to the organization's cornerstones. Onboarding is not an HR mandate or checklist, but rather a six-month transformational approach for creating momentum and impact. Ideally, onboarding is a real-time, relational, dynamic process requiring a significant commitment by the highest levels of leadership. Effective onboarding simultaneously supports transformation on several levels.

**Organizational DNA Onboarding** offers new employees the opportunity to connect with the organization's thought leaders. These face-to-face learning opportunities transform by reaching into the DNA of the organization's history, culture, brand promise, strategic direction, and existing priorities by leadership directly sharing from their heart and soul.

**Business Group Onboarding** includes both strategic thinking and the mechanics of how to function effectively. The employee is provided insights into the workflow, resources, and decision-making parameters. Cross-functional work capabilities are fostered by directly removing the guessing game around unspoken rules and expected behaviors delivering rapid results.

**Team Onboarding** allows the new employee to assess the team's capabilities and effectiveness, learn from key stakeholders, and begin engaging and impacting the daily work. Onboarding is integrated into the tasks and no longer seen as a separate, unrelated activity. It drives alignment of why this person is here, how they fit into the existing team, and what they are to be doing today.

**Personal Onboarding** boils down to the manager/employee relationship. It is here that the deep investment occurs connecting all the critical pieces. Early performance reviews and developmental assessments are completed while short- and long-term goals are actively mapped. The results of this personal investment are a contributing partner versus a spectator watching from the sidelines.



By investing in the four, onboarding levels, leaders will demonstrate a deep commitment to new employees propelling them into a transformational journey that aligns them with the heart and soul of the organization. The additional time and resources required will transition the company from being one of the ineffective majority to gaining an important strategic advantage that leads to a fully-integrated and engaged talent base.

*"A better human experience...for a better business outcome"*

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