

How to Get New Employees Up to Speed—*Faster!*



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Discussion Points



- How to utilize coaching for new hires and managers
- How to create a productive on-boarding experience
- How top companies are giving their new employees a head start
- How new employees can work effectively with their manager and team

On-Boarding

- Development does not end once a new employee is hired.
- Building on talent is crucial in order to help new employees become acclimated faster.
- Identifying people who can grow with the company will ensure success.
- Scheduling conversations between the new employee and their manager can help them work most effectively together.



Accelerate Productivity

- Coaching new employees from the beginning will give them a head start in their new roles.
- Effectively working with their new team becomes important—sooner.
- Miscommunication in the workplace can be avoided by having coaching conversations up front.



Hiring is on the rise!



- Companies are beginning to hire, with a large talent pool available.
- Now, companies want their new employees to hit the ground running.
- The hiring process does not end when the new employee accepts the offer—it just begins.

The real work begins...

- Employee development is ongoing.
- An on-boarding process can be simple or formal.
- Having a solid on-boarding plan in place will ensure that the employee understands the culture.
- On-boarding conversations help new employees understand their peers, their manager and their team.



The Manager-Employee Relationship



- **Set clear expectations**
- **Share information**
- **Discuss strengths and limitations**
- **Go over management style**

The On-Boarding Process

- Understand potential and put it into the context of the role.
- Utilize information in a mutually-beneficial way.
- Speak to an outside consultant to help frame the conversation.
- Use the on-boarding conversation as an opportunity to develop new employees consistently.
- Set goals with a consultant for both the new employee and the manager.



The Conversation



- Consultants combine the company's needs and the services they offer to create a customized solution.
- New employees can be unsure about their new environment and the company's on-boarding process.
- Consultants probe into the company's requirements for the position and look at how the new employee can contribute effectively.
- Fully understanding the role and management enables consultants to pinpoint how the new employee will fit in.

Setting the Stage

1. Are tasks clearly communicated?
2. Are they able to connect effectively?
3. Is the manager aware of his/her own strengths and limitations?
4. Have the manager and the new employee communicated openly?



Work effectively from the start!



- Understanding the company's culture and expectations can help the employee visualize their contributions.
- Managers should openly discuss goals with new employees to prepare them for their roles.
- Relating employee strengths to the goals of the job will create a strong start.

Management Style

Employee Style



What does the manager need to provide?

How should the employee approach management?

How do the employee's and the manager's style differ?



Coaching new employees from the start indicates that the company is willing to invest in their people.

Coaching Options



Coaching new employees can be a one-time session or it can be ongoing.



Consultants can provide new employees with techniques that they can utilize throughout their careers.



Typical Approaches



Surveyed companies have noted that they can tell if they have hired the *wrong* person...

...*AFTER THE FIRST DAY!*

WellStar Health Systems

- Extensive on-boarding process for new leaders.
- Year-long commitment, with various leadership development programs.
- Getting new leaders off to the right start is more important than ever.

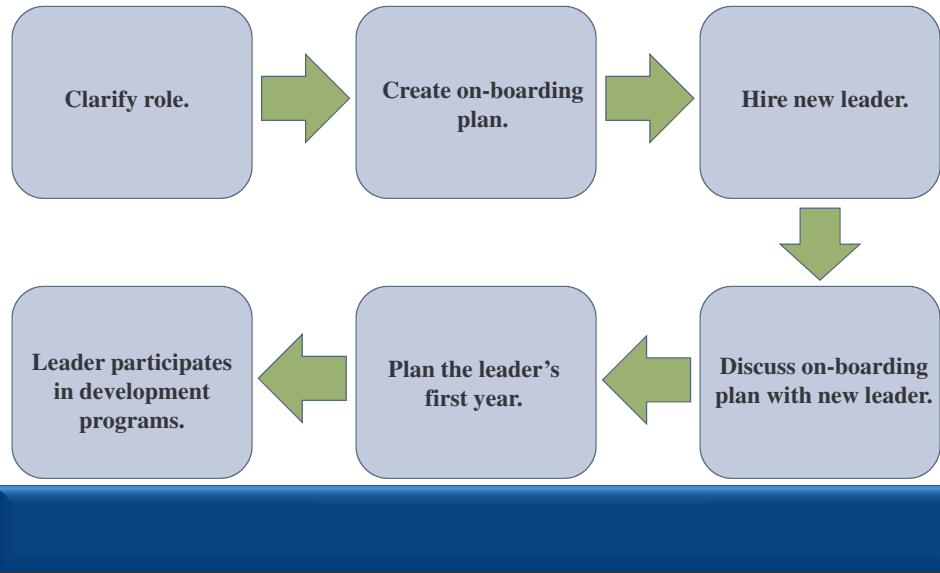


Leadership Development



- Developing successful leaders can create successful teams.
- Creating a clear road map for leaders will ensure proper on-boarding.
- Investing in leaders is more than just hiring the right person.
- Leadership development should be ongoing.

On-Boarding at WellStar



Leadership Behaviors

1. Know the expectations you have of new leaders.
2. Ensure that your leaders have specific goals in place.
3. Help new leaders understand how to effectively coach their team.
4. Create specific plans up front.



Coaching shows commitment!



Coaching Engagements



- Formal coaching sessions allow for developmental opportunities.
- Coachees can identify strengths and limitations as well as create plans.
- Coaching sessions reinforce the organization's commitment to its people.



Focusing on and leveraging a new employee's strengths is the key to successful coaching.



Different roles require a different set of behaviors.

On-Boarding at All Levels

- Applies to all levels of employees.
- Helps contribute to overall success.
- Enables new employees to understand the company culture and appropriate behaviors.
- Helps the manager and new employee understand work styles.
- Helps organizations avoid “sink-or-swim” techniques.



Concept Systems



- Leader in automated control systems.
- Bringing on Controls Engineers.
- On-boarding process used to help new engineers acclimate to the company culture.
- Coaching is implemented to help engineers interact most effectively with clients and colleagues.

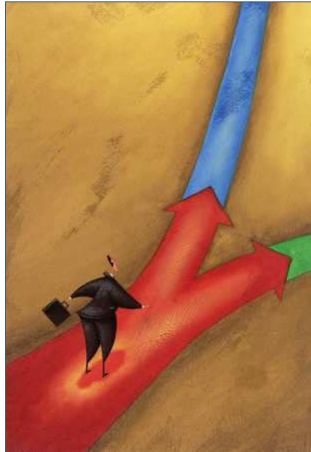
Bringing on New People

- New employees can be curious about the on-boarding process and how the information will be used.
- Having open conversations with mentors and managers can alleviate uncertainty.
- Creating an open environment can allow new employees to feel more comfortable approaching management.



Consultants can help new employees become more aware of their potential and how that translates in the workplace.

New Hires...



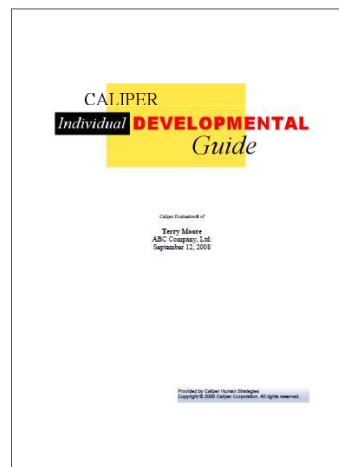
...can be hesitant for fear of making a mistake.

OR

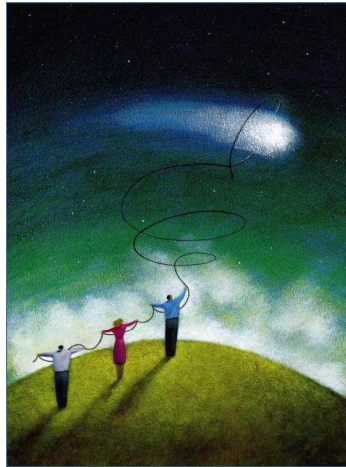
...can continue with a behavior that worked in a previous situation.

Individual Developmental Guide

- Individualized report that lists work-related strengths, developmental opportunities and suggested resources.
- Outlines recommendations for development.
- Provides an opportunity to create an action plan.
- Tailored to the individual's needs.



Collaboration between the new employee, management and other colleagues makes for a rich conversation.



Mentorship



- Adding mentorship to an on-boarding process can help acclimate a new employee to the culture.
- Mentors can be consulted on a casual basis.
- New employees may feel more comfortable speaking with a mentor, rather than management.
- Mentors can give insights into how to work best with colleagues.
- Mentors, themselves, can also become more aware of their own potential.



1. A consultation with a third-party consultant provides objective insights and feedback during the on-boarding process.
2. Consultants encourage follow-up and ongoing development.
3. An open dialogue can form within the team and create more collaboration.
4. Awareness becomes a resounding theme in successful on-boarding.

First Impressions

- Coaching during on-boarding can ensure that new employees hit the ground running.
- Coaching new employees brings a return to the organization in the form of productivity.
- At times, new employees who are not coached up front, but have massive potential, can end up making a bad first impression.



Self-Awareness



- One-on-one conversations with consultants can help new employees open up more comfortably.
- Talking about the process and their own personality can help alleviate any uncertainty.
- Discussing past experiences can help pave the way for effective future performance.

Work Styles

- Talent and potential only translate into success if it can be effectively placed into the context of the new role.
- Coaching allows the individual to leverage their strengths in the new position.
- Limitations are not always deal breakers. Strengths can compensate for weaker areas.
- Managers and new employees can collaborate on work styles and come up with an action plan.



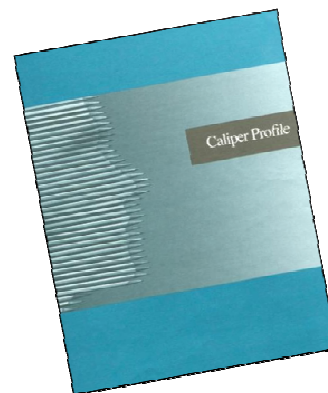
Something that worked *before...*



...might not necessarily work *now.*

The Caliper Profile

- In-depth personality assessment.
- Measures individual's comfort with social situations.
- Determines sales and management potential.
- Traits translate into behaviors.
- Consultants can tie behavior back to Profile results.
- Relevant action plans can be created as a result.



It's all about communication!



- It is essential for the new employee and their manager to communicate up front.
- The conversation can help flush out potential clashes and difficulties.
- On-boarding coaching sessions can involve the manager as well.

Working with a Consultant

- Objective insights into new employee's strengths and limitations.
- Feedback on how new employee and manager can work together effectively.
- In-depth, open conversation about how new employees and leaders can effectively approach a new role.
- Ongoing coaching opportunities.





**Coaching new employees is an in-depth approach
that can turn potential into results—quicker!**

**Thank you for
joining us!**

**For more information on coaching
new or current employees, visit**

www.caliperonline.com

or e-mail

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