

ONBOARDING

Strengthen the Core of Your Business



THE DIFFERENCE

Between Orientation
and Onboarding

.....

ONBOARDING

at Disney: From
Frogs to Princes

THE ONBOARDING

Cool-Down

4 Tips

To Pump Up Millennials
With Onboarding

.....

Top 9

Workout Onboarding
Mistakes

Contents

3 Employee Onboarding:
It Starts with Goal Setting

4 The Difference Between
Orientation and Onboarding

6 4 Tips to Pump Up
Millennials with Onboarding

7 Top 9 ~~Workout~~
Onboarding Mistakes

9 Onboarding at Disney:
From Frogs to Princes

11 Facebook's Onboarding Bootcamp:
Pushing "Codes" Instead of "Ups"

13 The Onboarding
Cool-Down



Introduction

Employees are the core of your business. Your core has three-dimensional depth and function movement in all three planes of motion. Many of the muscles are hidden beneath the exterior musculature. The core acts as a stabilizer, and strength is only able to produce force or results in respect to core stability. There are five components of core stability: strength, endurance, flexibility, motor control, and function. Without motor control and function, the other three components are useless, like a fish flopping out of water—no matter how strong you are or how much endurance you have.

Likewise, your business can only produce results in respect to the strength of your employees. Just like your muscles—even the ones you can't see or don't think about—your employees need to be developed. The

first step in developing your employees is during an effective onboarding process.

But onboarding isn't a sprint; it's a marathon, just like your business. To keep your business running at top performance, make sure you're performing the exercises that are consistent with the way your muscles work. That's why it's so important to properly onboard. And like any healthy diet, the things that are consumed matter. The onboarding process is the first taste an employee gets of your organization, and that flavor will stick with them throughout their tenure with the company. Make sure it's a healthy bite.

Keep reading to learn how to implement a strong, solid onboarding routine, and how some of the top companies and institutions are doing it right.

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EMPLOYEE ONBOARDING:

It Starts With Goal Setting

“The time required to onboard new sales hires has increased 32 percent in the last 10 years. This means that if you could count on a rep to [return your investment] in 9 months, it now takes a full extra quarter for that to happen,” according to an executiveboard.com article. Why are these statistics so high? Most likely it is because the employee onboarding process is broken. Here are four tips to better onboard your employees, according to careerbuilder.com:

1. Focus on goals

Goals should be set and in place before beginning any employee onboarding endeavor. If your employees know what you expect from them, they are more likely to accomplish your mission, and catch up faster with the rest of the company. Focus on how their daily workflow affects the large-picture organizational goals, so they can better understand how their contributions matter.

2. Write clear job descriptions

In order to make your employee onboarding efforts more efficient, reevaluate your recruiting efforts. This ties into focusing on goals; with a focus on goals, your recruiting team can write smarter, more action-based job descriptions. The more detail-oriented your recruiting ads are, the more likely you are to attract the most suitable candidate for the position you're trying to fill. This will make your recruiting efforts more efficient, and improve your employee onboarding process because new-hires will already have an understanding of what will be expected of them.

3. Set clear milestones and benchmarks

If employees have clear milestones and goals to reach, it will almost inevitably improve performance. By setting benchmarks, “employees know how they’ll be judged and how they’re doing in the organization, while employers will be able to more concretely judge performance.” Besides, empowering employees to track their own development gives ownership to the process, and management will be able to see how everyone is contributing. As the employee begins their career, give them tangible goals to work towards—this will greatly expedite the employee onboarding experience.

4. Make training a priority

The likelihood of employee turnover diminishes greatly when employees feel that they are learning and growing within your organization as they work. Companies need to train, mentor, and coach their employees from day one, and offer the possibility of professional development. This in turn will engender loyalty and retention.

Employee onboarding begins with setting goals, and keeping those goals in mind while upping the challenge in employees’ day-to-day work-lives. In doing so, you can greatly reduce the amount of time it takes to onboard an employee, so that they can work at their fullest potential and become a long-term asset for your organization.

THE DIFFERENCE

Between Orientation and Onboarding

"The difference between the right word and the almost right word is the difference between lightning and a lightning bug."

—Mark Twain



Onboarding is the process of integrating new hires into a company. Orientation is the process of introducing a new employee to the job.

Consider this: You made a resolution to get in better shape, so you walk into a gym, pay the due fees, sign the paperwork, shake hands with the trainer, and read up on everything the gym offers while you sit at the smoothie bar. If that's all you do on your first day, and see absolutely no progress—even a little bit—toward your new goal, do you think you'll be coming back tomorrow?

Do you think you're onboarded yet? Not at all. You've merely been oriented.

The same goes for onboarding new employees to your business.

You might think that there is little or no difference between orientation and onboarding; after all, the orientation video you made them watch told them all about your company's history, vision, and top-down approach to leadership (it even had pictures from last summer's company picnic, with names and everything). The differences between onboarding and orientation may be subtle, but they're there. Mistaking the two—or settling for one—can make all the difference between a successful new hire and future turnover statistic.

York University got it right in the onboarding packet they give to all new hires, which includes the following chart:



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ORIENTATION	ONBOARDING
Is typically a one-day event	Extends well beyond the first day.
Focuses on an organization's structure, mission, and policies.	Is a systematic <i>process</i> .
Includes a review of the Employee Handbook.	Can last from 3-18 months, depending on the position.
Completion of payroll and benefits.	Cultivates long-term relationship building and access to information.
Other administrative issues.	Promotes better understanding of the culture, mission, and goals.
	Fosters a feeling of belonging and affirmation of making the right choice.
	Reduces the time it takes to "hit the ground running."

As you can see, onboarding is a much more involved approach to assimilating a new hire into your community. Later in this eBook, you will read about Facebook's Onboarding Bootcamp, in which the company spends six weeks training their new engineers with hands-on assignments and one-on-one mentorship. It is the perfect example of an ideal onboarding structure; not just a one-day "howdy-do."

York University also states four interrelated purposes of effective employee onboarding, which are:

- It builds the company's reputation for being a thoughtful employer, with great training, clear leadership, and a strong organization.
- It helps retain staff members.
- It gets new employees to sufficient productivity levels quickly.

- It builds a cohesive team, therefore raising everyone's productivity.

The university reiterates that, "while HR plays a key role in the early recruitment and orientation phase, and in guiding the onboarding process, the hiring manager must be engaged in facilitating the employee's successful integration into the organization over time."

Orientation is an impersonal, broad, singular occurrence that is intended to familiarize the new hire. Onboarding, however, keeps the initial momentum going long into the first year of a new hire's work life.

It is important to see the difference between orientation and onboarding; it's the difference between lightning and a lightning bug.

"As you can see, **onboarding** is a much **more involved approach** to **assimilating a new hire** into your community."

4 Tips

to Pump Up Millennials with Onboarding



Millennials: the generational cohort following Generation X, and the subject of much discussion in the HR world. If you've kept your ear to the ground in the past decade, you already know that Millennials will be taking over [just under half](#) of the corporate jobs in America in the next five years. In fact, there's a good chance you are one. If not (and even if you are) there are a few things you should know about what Millennials want, and how to best [onboard and develop them](#).

1. Immediacy

Most Millennials want it now. Right now! Millennials are used to Googling anything they want to know as soon as they want to know it. If you want to know [who coined the term "Millennials,"](#) all you have to do is pull out your phone and type it into the search box. That same instant gratification is expected in how Millennials receive all their information, including corporate training and development.

If they cannot have it now, they at least want it on their own time. Leaders who want to effectively manage Millennial employees should have resources available, so that those who want or need to learn something have them readily available. If there is a deadline to be met, simply communicate it with your employees. As a general rule, Millennials prefer guidelines, not rules.

2. Brevity

Blame it on [Sesame Street](#), or maybe the fact that [more media is produced every minute](#) than could be

watched in 92 hours; regardless, Millennials' attention spans are short. They know how to weed out what they don't need, and find exactly what they're looking for. According to an article in [TLNT](#), "by creating short, bite-sized snippets of onboarding material or ongoing training, people can be more attentive and retain more." Essentially, cutting up the information into smaller bites makes it more easily digested.

3. Fun and accessible

Of course, Millennials want to have fun. Who doesn't? [Traditionalists, Boomers, X'ers—everyone does.](#) Do something fun. Throw in something like a gif or funny video in the middle of your next presentation about following workplace safety procedures. It breaks up the monotony and grabs everyone's attention. Get people smiling and excited to work for you.

Also, Millennials want onboarding and training to work on all devices everywhere. Most Millennials probably own multiple devices and, according to Google research, "90 percent of multiple device owners switch between screens to complete tasks, using an average of three different combinations every day."

4. So be ready

If you do not already have a Millennial under your employment, you certainly will soon. Keep these needs in mind during their onboarding process. It will make the process run much more smoothly and effectively.



Why bother going to the gym if you're not going to get results—or worse, get injured and do more damage than before? People go to the gym to build themselves up and better the body that sustains them. Everybody knows exercise is important for a healthy core... just like onboarding is important for a healthy, effective workplace. But much like in the case of working out, people make mistakes that can do more harm than good, or not produce results. These are the top nine ~~workout~~ onboarding mistakes.

1. Not learning proper technique

Everyone should work with a coach in the beginning—even if it's just for the first two weeks—to learn the proper technique and program-design strategies. This investment will ensure that you're building your body to maximize strength while minimizing injuries.

Employees should be given a mentor immediately after signing up with a company to ensure they don't learn improper techniques or bad habits that will stick with them throughout their career.

2. Deadlifting with a rounded back

In the same vein, too many people do deadlifts or other pulling movements with a rounded back. This is a bad habit. They should've had a coach train them on how to do it correctly. It's important to keep your core tight throughout the movement to maintain this position.

Employees who are assigned a coach in the beginning of their onboarding process won't break their back trying to lift the company without knowing the proper way to be effective.

3. Not stretching

Too many people spend too much time sitting. People should spend more time stretching muscles to restore proper range of motion around their joints.

So show new employees around the joint. Get them to move around and see the different aspects of the organization. Neglecting this can lead to a big pain in the neck later on.

4. Not warming up properly

Warming up increases heart rate, circulation and range of motion, and neural drive. It results in increasing the weight and reps you're able to lift, and decreases the possibility of injury, which leads to faster progress.

Orientation is like the warming up stage of onboarding. It increases employee engagement, knowledge of the company, and motivation to contribute to the organization.

5. Doing cardio before you lift

Traditional cardio is minimally beneficial before a workout because it doesn't increase the range of motion, working joints, or neural drive to the working muscles.

If matters of the heart mean engagement, getting the work out first is best. Let the engagement follow. Don't worry about making them immediately fall in love with your organization—although they probably already do on their first day. Instead, show them why they should love it during the onboarding process.

6. Inadequate hydration

Seventy-five percent of people are chronically dehydrated. Dehydration results in a significant decrease of physical and mental performance.

Keep letting your employees learn, and replenish their knowledge so they can perform at maximum efficiency.

7. Using machines

The most common argument for using machines is that they are safer. This is not true. There is nothing safe

about fixed range motion. Instead, using free weights necessitates that you use your muscles to control the weight. Free weights offer a variety in exercise choices, allowing you to integrate core-strengthening with typical lifting movements.

Let employees explore, ask questions, and use their creative muscles freely while they learn during the onboarding process.

8. Steady-state cardio

Compared to high-intensity interval training, steady-state cardio is less effective in improving aerobic capacity and anaerobic capacity, and less effective in burning fat. In fact, per calorie burned, interval training burns nine times as much fat as steady-state cardio.

Likewise, as the new employees are being onboarded, increase the intensity of what they are learning. Push them outside of their comfort zone. That being said, be sure to give them time to breathe.

9. Neglecting training nutrition

Within the first hour of completing your workout, muscles are primed to receive nutrients—fuel and energy. If the right fuel is given to your body during this window, you can stimulate protein synthesis—muscle growth—and the replenishment of muscle glycogen—fuel for high-intensity exercise. Because of the digestion times associated with certain nutrients, you should consume proteins before or during your training.

Give your employees plenty of hands-on work during and after their onboarding experience to make their education stick, and keep them motivated and moving forward, just like—as you'll learn—Facebook does in its Bootcamp.

Your body and your organization aren't that different. If you want to help them both grow, you won't make these potentially harmful mistakes.

ONBOARDING AT DISNEY:

From Frogs to Princes



Jeff Noel, a facilitator at Disney Institute, spoke in a video about being “[The CEO of You](#),” in which he shares insight on how to inspire leadership at all levels. A major point of focus was the differentiation between task and purpose. “To empower all employees to take on leadership roles, it is important that everyone understands the larger purpose behind a task. Employees should be immersed in the broader context of a project so they clearly can identify the importance of their role and how it impacts the organization.” The only way to start an employee on the right path to next generation leadership, then, is extensive, comprehensive onboarding.


In the following chapter, you’ll read about Facebook’s [Onboarding Bootcamp](#), where technical engineers are treated to a six-week, full immersion onboarding process. Full immersion during the onboarding process is the only way to guarantee a new employee will know his or her role in an organization.

This is what [Jeff James](#), Vice President & General Manager of Disney Institute, says about onboarding a new hire into Disney:

“A new hire will make many judgments about an organization based on their first few days; therefore, onboarding training is crucial for both the employee and the company. This training should go beyond ‘how-to’ training into the ‘why’ of an organization. By sharing the organization’s history and values, new hires will be more empowered to embody the spirit of the company and feel more fulfilled. At Disney, our new-hire orientation is called ‘Traditions,’ and introduces our Cast Members to not only important information they need to know about their new role, but also the legacy and history that remains at the heart of The Walt Disney Company.”

James goes on to say, “Training should not be seen as optional; rather, it should be operationalized and embedded

“In order for employees to become effective employees and future great leaders, they must know their role, actualize themselves, and acclimate to the company’s culture. The only way this can happen is through onboarding.”



into the fabric of your organization.” He says that, when developing an onboarding program, you should ask yourself these three questions:

1. What cultural values will be established during this training experience?
2. Based on this training experience, what room will be left for improvisation by employees?
3. How will this training reflect care for employees?

[On the first day of work](#), new employees attend Disney Traditions. With a focus on the past, present, and future of Disney, Disney Traditions helps new hires recognize and appreciate the connections they have to the Disney story, their daily impact on the quality of the Disney Show, and the role they can play in the company’s growth and success. But that’s just the orientation. The onboarding process continues much longer past the initial Traditions program, and the leadership at Disney sets the example for its employees.

In his book, [“The Wonderful World of Customer Service at Disney,”](#) J. Jeff Kober says:

“When it comes to creating priorities, it’s about the individual leader. Leaders really do matter. They matter most when

they take the reins, when they pick up trash, when they are involved. An operation is no better than its immediate leadership. Leadership for me is many things, but one of the most important is modeling what you want others to do. If you pick up trash, everyone will pick up trash. If you show courtesy to your employees, your employees will be friendlier to your customers. If you take the time to have a little fun, your employees will make it fun for others.”

Every employee collects trash; whether manning the rides or playing the part of Disney princess. Walt Disney said, when the parks first opened, that he wanted to keep the park clean to the point that people would be embarrassed to throw anything on the ground. That standard has been reached because of the example leadership has set, and the training each employee receives during onboarding. By setting the example, leaders continue to mentor and influence their employees, throughout their career.

In order for employees to become effective employees and future great leaders, they must know their role, actualize themselves, and acclimate to the company’s culture. The only way this can happen is through onboarding.

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FACEBOOK'S ONBOARDING BOOTCAMP:

Pushing "Codes" Instead of "Ups"

Everyone has the same number of friends on

Facebook: 150 (give or take). Sure, some have more while others have less, but everyone has 150 friends on Facebook. It's called Dunbar's number: a theoretical limit to the number of people with whom any individual is able to sustain a stable or meaningful social relationship (usually considered to be roughly 150).

In 2008, Facebook itself realized it was about to surpass that number relative to the ratio of users to engineers, and decided to make a change; implementing an onboarding program called Bootcamp. Every new hire on the Facebook engineering team is required to go through a six-week program that engrosses them in the company's codebase (the human-written programming code specifically made for a program), which gives them flexibility in choosing projects, and promotes the habits that allows the company to scale up its operations.

Every single new employee of Facebook's engineering department, regardless of product focus, previous training, office location, or seniority, will go to the company's Menlo Park headquarters for Bootcamp.

As the new engineers are becoming deeply acquainted with Facebook's codebase, they are also learning the culture of the company, which it believes will pay dividends in the future—for example, fixing problems as they occur instead of leaving them for the next generation of engineers. New engineers are given



real code to write their first day on the job, and typically publish code to the live site within their first week. This gives them a real, immediate, hands-on learning experience and instant gratification.

One of the more remarkable practices Facebook's Bootcamp implements is the regular mentoring of new engineers by veteran ones; it helps them become more effective and reach their full potential. The mentors review the new engineers' work, and hold office hours in which to ask questions they may be too timid to ask otherwise. Bootcamp ensures that the new employees know about all of the opportunities Facebook has to offer, which helps funnel them into optimum teams and projects. Instead of being arbitrarily assigned to teams after a few inconsequential "getting to know you" interviews, the engineers are allowed to choose the teams they feel most passionately about at the end of the six-week training course. The onboarding period gives trainees the opportunity to work on different projects, which allows them to fully appreciate the duties and skills each job requires, thus making it possible to make an educated commitment. Given access to Facebook's strategic priorities, new engineers know where and how they can make the greatest impact.

After the implementation of Facebook's six-week onboarding bootcamp, the company began to observe additional benefits it did not foresee initially. The obvious result was a

large, highly-skilled and motivated workforce that fixes the bugs that would normally be overlooked or ignored. Facebook says that by centralizing its mentoring and onboarding responsibilities, it has greatly decreased the cost of hiring in terms of "time spent showing people the ropes and keeping [their] standards consistent." It also claims that the mentoring program acts as a "meta-bootcamp" for potential managers and leaders. The program simultaneously allows the company to fine-tune what it looks for in potential new-hire candidates, by working alongside those who were recently there.

The program clearly works. Fifteen months after Facebook went public, the average employee was producing over \$1.3 million in revenue, and \$120,000 in profit each year. Glassdoor.com has rated Facebook the number-one business for employee satisfaction, and its employees give Zuckerberg a 99 percent approval rating. Happy employees equal happy customers, and intensive onboarding practices—such as Facebook's Bootcamp—lead to happy employees.

"Bootcamp is really a very unique program that's incredibly effective in getting our engineers onboarded very quickly and giving them an opportunity to learn our common tools and framework. Giving new recruits a very safe way to actually do—we think learning by doing is actually the best way to learn anything." - Charu Gupta, Head of Facebook's "Mission Control"

"Bootcamp ensures that the new employees know about all of the opportunities Facebook has to offer, which helps funnel them into optimum teams and projects."

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COOL-DOWN

Who really cares about retaining employees? Is employee engagement all that important? No one asks these questions, because the answer should be obvious. But too many organizations don't put enough thought into their onboarding process. By now you must realize that onboarding is critical to both reducing turnover and increasing employee engagement, yet it is still often overlooked as the answer to these problems. Remember, 90 percent of new hires make their decision to leave or stay within the first six months, 71 percent of companies neglect strategic planning in the onboarding process, and 89 percent of new employees say they do not have the optimum level of knowledge and tools necessary to do their job. According to research conducted by [SHRM](#), 79 percent of those who quit their jobs cite lack of appreciation as the main reason. These are all things employees should encounter in the first 90 days or so of their onboarding.

At a glance, an effective onboarding process:

- Ensures that employees are engaged and connects people to the culture of a company, which leads to lower turnover and higher retention at a fraction of the cost of recruitment.
- Quickly develops employee loyalty and satisfaction.
- Determines the speed at which new hires can become productive.
- Makes employees feel valued so they contribute more from the start.
- Adds value to your brand due to a more engaged, motivated workforce.
- Improves the customer experience because employees are more effective.

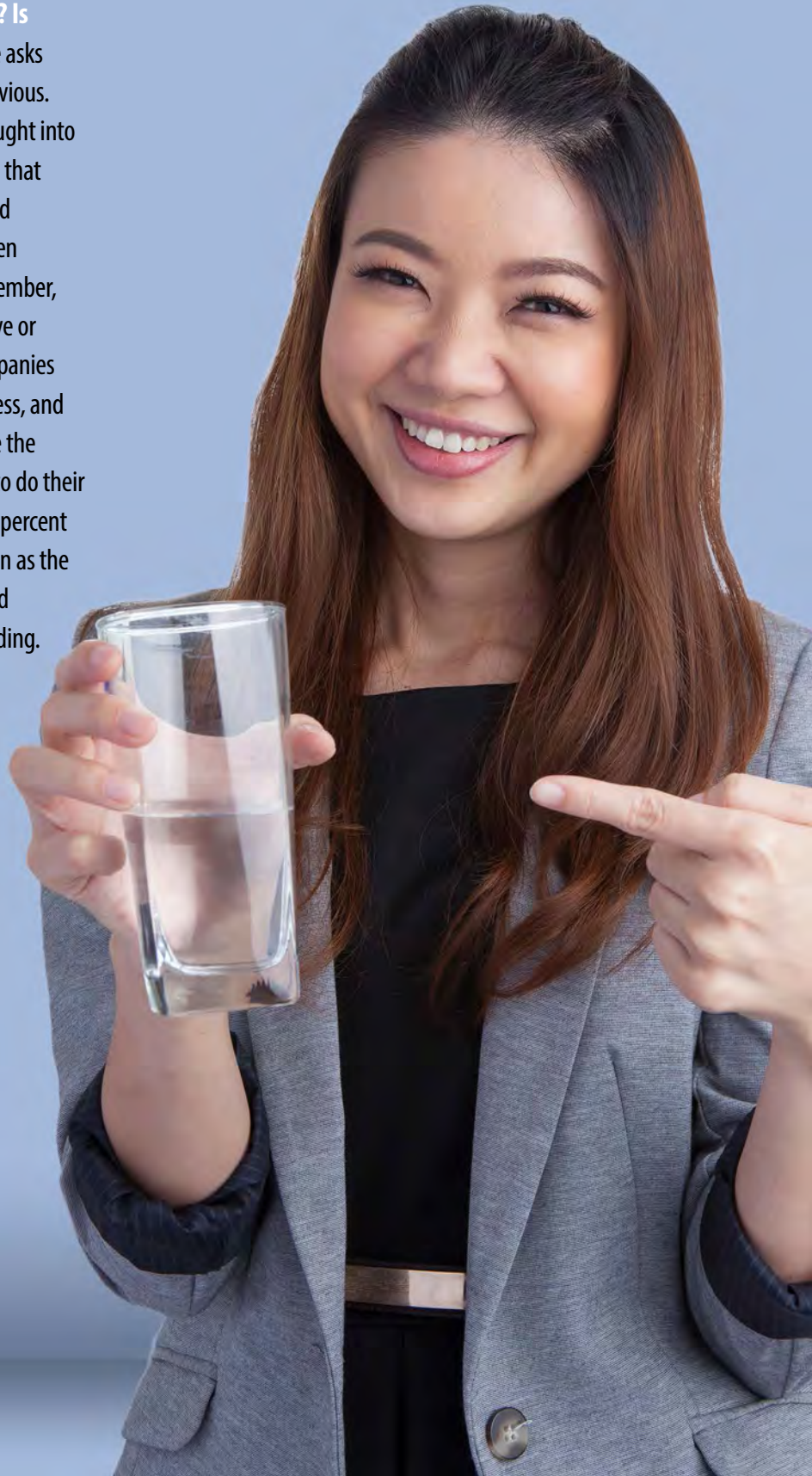


Fig. A



Fig. B



Fig. C



*“A cool-down provides the body with a **smooth transition** from activity **back to a more steady state.**”*

—National Academy of Sports Medicine

Onboarding should begin on day one, the second the new hire lifts the pen from signing their name. At that moment, a welcome package full of informational books about the company and tokens of appreciation should be en route to the employee. This kind gesture not only provides information the employee will need to do their job effectively, but also makes them feel valued, instantly boosting employee engagement. As the new hire is making their way to their office, veteran employees should greet him or her by name, because you already sent out an email with the new hire's basic information, even a picture if possible. When the employee arrives at their desk, their workstation should already be set up with everything they could foreseeably need to get their job done—this means the computer is working, their login credentials are up-to-date, and the stapler is fully stocked with staples. The mentor you assigned should be making their way to the new hire's office soon, to help him or her orient themselves, and maybe even ask them if they have plans for lunch. That's day one—ideally all before noon—but the onboarding process doesn't stop there.

As you've read, each company has its own way of onboarding new hires. But the one thing they all have in

common is they treat onboarding as a process, not an event. The process should be customized to the organization and the individual—not pre-fabricated. Just like a cheap suit, an untailored onboarding process is sure to leave you with a bad fit. By customizing the onboarding process around your company, your organization's mission, vision, and culture will naturally begin to seep in. Give the new employee as much insight into the organization as possible, so they don't feel like the “new guy or gal,” or that they aren't making a difference early on.

Eventually, the onboarding process will come to an end, and your newest employee is a fully contributing member of your team. At this time, it would behoove you to ask them for feedback about the onboarding process—what worked and what didn't—and what motivated them the most. Use this information to improve future onboarding processes. By optimizing the onboarding process to new individuals, your company will begin to build and develop an optimized team.

Most importantly, remember people are the most important factor in developing an effective onboarding process.

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