



# Outcome focused onboarding



Sprout  
People™

# Sprout's guide to onboarding



We're Sprout People. We know it is not enough to hire great talent, you also need to set the stage for success.

Onboarding starts before day one. The goal is to make your new starter feel welcome, accepted, excited and ready to begin. Get it right and you'll decrease time to productivity, nurture positive relationships within the team, and dramatically increase job satisfaction and connectedness.

This guide steps you through our onboarding model and lays out the six stages of successful onboarding.

If you're ready to make onboarding awesome, read on.



91 percent of employees who went through effective onboarding felt strong connectedness at work.

Glassdoor 2018

The cost of a bad hire is at least 30 percent of the employee's first-year earnings. This doesn't include the negative impact on productivity, culture, reputation and the lost time to management of the situation.

U.S. Department of Labor 2016

# Not all onboarding is equal



## Meet Abbie

Abbie's first day is approaching. She met her manager, Jackie, in one of the interviews and wonders whether she will be meeting her again tomorrow. She's been told to show up at 9am for the team meeting. Her first day jitters are kicking in as she is unsure what to wear, what to take with her (will I need a notebook and pen?) and where to park. Her friends have offered to meet her after work but she is unsure when she will finish. She arrives at work and is given her laptop by the IT department, looks like she'll need to adjust to HP, and heads off to the meeting.



## Meet Brett

Brett is starting his new job next week. He had a couple of roles he was considering but his experience so far has told him he made the right choice. He's been sent a login to an online platform. When he logs in he sees a message from the hiring manager and his manager. He also sees messages from his team. The platform tells him everything he needs to know about his first day and asks for his preferences in everything from keyboard style to dietary requirements. He watches a video of the CEO telling the company story and looks forward to starting.

# The Sprout Model

To be successful, the onboarding experience must cover these four aspects.

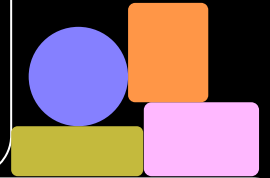


## Mission

Aligning new starters with the company's mission, vision, purpose, values, origin story and future goals

## Crew

Connecting new starters with colleagues, clients, and leaders; helping them understand the workplace culture, ways of working, operational patterns, and collaboration dynamics.



## Ignition

Ensuring new starters are equipped to excel in their roles - role clarity, technology setup, efficient systems and processes, and a conducive physical work environment.

## Ascent

Showing and enabling the opportunities for ongoing growth - personal and professional development opportunities and continuous performance improvement.

# The Six Stages of Onboarding



|                | Pre-Start  | Day One  | Week One  |
|----------------|--|--|---|
| <b>ACTION</b>  | Customise, set the scene for a great start and let them know what to expect. | Have the day planned out. Tech all set up and ready to go, intros to their crew. | Create space to explore their role, have small, tangible things to achieve. |
| <b>OUTCOME</b> | Crew member feels excited, prepared, at ease                                 | Delight! Connected, made the right decision.                                     | Enabled in their role, connected to the purpose.                            |
|                | Month One  | Month Three  | And Beyond...   |
| <b>ACTION</b>  | Catch up regularly, assess and action training needs                         | Catch up regularly, assess and action training needs, set goals for the year.    | Focus on growth and development beyond the day to day.                      |
| <b>OUTCOME</b> | Understands how they contribute and how work gets done.                      | Feels empowered, effectively using tools, owning their role.                     | A sense of belonging.   |

# Pre-Start



Focus

Mission

## Crew member feels excited, prepared, at ease



Customise the experience e.g. keyboard preference, dietary requirements, workstation preferences. Send out swag bags of your company gear.



Wait until day one to get organised.

- \* Build connections - share the news with the team, assign a buddy, get the new starter to introduce themselves via video
- \* Tools and tech - set up systems access, set up their workspace, send tech to remote employees well ahead of time
- \* Set expectations for the first day - what to wear, parking, start time
- \* Design their first week and beyond - book in meetings, assign owners, set up 30, 60, 90 day check ins
- \* Administrative tasks - get the paperwork done, payroll set up, update internal docs - org chart, celebration dates, key details

# Day One



Focus

Crew

New starter feels delighted, connected, that they've made the right decision.



Be prepared. Ask the new starter how they learn best and try to customise the onboarding / training experience to suit.



Expect one person to create a great first day, it's a team effort.

- \* Manager - meet with them, welcome them and explain their role. Introduce them to the team, set expectations for the first week
- \* Build connections - have them introduce themselves, update their linkedin, have a team experience (all hands, coffee, lunch)
- \* Delight - create a memorable experience e.g., a starter gift
- \* Physical environment - undertake any tours covering health and safety
- \* Build connections with your wider audience - 'new starter announcement' - write their profile, update your website/relevant media

# Week One



Focus

Mission

Crew

Crew member feels enabled in their role, connected to the purpose.



Celebrate the end of the first week. Consider creating a 'wow' moment. Encourage questions.



Leave them to figure it out. Expect full performance in week one.

- \* Mission - share the company story, its vision and values. As the manager explain your connection to the mission and values
- \* Systems and processes - enable use of your systems and where to go to access information
- \* Operating rhythms - provide an understanding of communication flows and a 'typical' week
- \* Build connections - introduce them to as many people from different areas of the business as possible. Create shadowing opportunities
- \* Sense of achievement - ensure they have a tangible project in the first week (however big or small)



# Month One



Focus

Crew

Ignition

Crew member understands how they contribute and how work gets done.



Ask for feedback on their onboarding experience so far. Look for areas to improve.



Forget that they are still new!

- \* Hold regular check in meetings to evaluate their progress and happiness in the role. Also hold regular 1:1s
- \* Create clarity - about what good performance looks like, set objectives and start a personal development plan
- \* Assess and action any training needs
- \* Brand and Market - onboard with brand personality and an overview of your market, industry and competitors

# Month Three



Focus

Mission

Ignition

Crew member feels empowered, effectively using tools, owning their role.



Hold a formal 90 day check in to assess their happiness in the role and set the scene for the future.



- \* Hold regular check in meetings to evaluate their progress and happiness in the role. Also hold regular 1:1s
- \* Begin to provide more autonomy ensuring they are enabled to own their role e.g. have access to all of the right information, tools and necessary training.
- \* Assess and action any training needs
- \* Role ownership- review and provide feedback on any KPIs or key projects they have been a part of in the first three months
- \* Build a professional development / growth plan so they can feel excited about their future career opportunities

# And Beyond



Focus

Ascent

Crew member feels a sense of belonging.



Focus on growth beyond the day to day.



Mistake busyness for growth.

- \* Hold regular 1:1s with your team member. Ensure a split of near-term focus and longer term focused 1:1s
- \* Feedback - give and receive feedback to support the development of you and your team member
- \* Look for opportunities where they can flex their skills and try new things
- \* Consider formal career pathways where appropriate
- \* Keep reminding them of their contribution to the purpose and check how aligned they feel with the organisational values

# Mishaps, mistakes and learnings



## Surprise!

You know that feeling when you show up to a party early and the host is frantic? It's awkward and uncomfortable. Don't make your employee feel this way. Make sure everyone is prepared.

## Drowning in paperwork

No new employee wants to kick off day one with paperwork. Embrace technology to get this done quickly and easily prior to starting.

## Information overload

Your team may be eagerly awaiting the new starter to handover a bunch of work. Pump the breaks! Be mindful not to overload with information in the first week, there's plenty of time for that later. Week one is all about connection.

## Lack of clarity

We all want to know what our role is and how that creates value to the business. Job ambiguity leads to poor wellbeing, inefficiency and low job satisfaction. Prioritise this!

## Nothing to do

Just as being overloaded is a problem so is having nothing to do. Make sure you've got some simple tasks scheduled for the first day to avoid that 'new kid in school' feeling.

## Short-term onboarding

Onboarding doesn't end after the first week. Remember how hard you worked to find this person? Focus on providing growth opportunities and great experiences.



Growing ambitious  
businesses and  
people.

**Sprout** Fuelling  
Ambition™

in

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