

Kaiser Associates – Cultural Mastery Onboarding Elements: Sample Tactics

Onboarding Phase	Element	Sample Tactics	Application Advice
Prepare	<ul style="list-style-type: none"> Pre-Day One self-education on company, culture, values, and strategy Welcome Message 	<ul style="list-style-type: none"> Video testimonials hosted on new hire portal Flash-based video game on new hire portal Interactive self-training modules on portal Multimedia content saved on welcome flash drive Mailed informational packets, including opportunities to get involved with other employees, such as volunteer opportunities Welcome message/phone call from hiring manager Welcome message / phone call from mentor or peer advisor 	<ul style="list-style-type: none"> Ideal medium may be affected by the generational composition and technological savvy of your organization’s new hire Web-based, multimedia activities are often the most engaging mediums for Gens Y and X – especially if they are designed for true interactivity Use of a portal engages virtual workers similarly as on-site new hires Messages need to be written in an authentic voice Makes new hires feel valued and connected before Day One Should be a scheduled event to ensure that you catch the new hire at a good time to speak Provides a forum for new hires to ask questions and receive input from experienced employees Provide guidance to the callers to allow for a conversation and make it clear that they must follow-up and resolve any questions raised in the calls
Orient	<ul style="list-style-type: none"> Introduction to company culture, ethics, and values Introduction to unwritten rules 	<ul style="list-style-type: none"> Discovery learning map and interactive games Video content with case studies from employees Presentations and interactive workshops from leaders from across the organization E-learning module Outline discussions between the new hire and their managers and their mentors Designed network activities with experienced employees Recent new hire discussion panel on “what I wished I knew when I started” Experienced employee presentations on “secrets to success” 	<ul style="list-style-type: none"> Hours of PowerPoint presentation is a surefire way to provide a <i>disengaging</i> orientation experience Programs should provide job simulations, games, and multimedia learning activities that build excitement and promote interaction Best when veteran employees are brought into the process – helps “make it real” and sends a great message Provides new hires with an opportunity to begin forming relationships with, and learning from, more experienced employees Activities should include insider perspectives from current employees This should be a two-way conversation that allows new hires to hear unwritten rules, learning the company vernacular, and ask questions Education needs to “peel back the opinion”, e.g., don’t just teach the vocabulary, discuss the business reasons why these special words were created and live on

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Integrate	<ul style="list-style-type: none"> Introduction to the company’s cultural strengths and weaknesses 	<ul style="list-style-type: none"> Incorporate into one on one mentor discussions: “We are at our best when” and “we are at our worse when” Use a discussion topic during round table discussions hosted by experienced employees 	<ul style="list-style-type: none"> Acknowledge and let new hires know that the company has some weaknesses Illustrate the points through real-life examples Distinguish between the current culture and the one to which you aspire
	<ul style="list-style-type: none"> Reinforce the company culture, ethics, and values Introduction to cultural norms of the industry, including customers and clients 	<ul style="list-style-type: none"> Incorporate discussions with new hires during the regularly scheduled pulse checks Brown bag discussions to share experiences on culture that new hires have experienced during their tenure Initial new hire summit where new hires reconnect with their cohorts at the three-month mark (then repeated quarterly) Provide an online forum for reinforcement of the culture and performance values via a virtual tool (e.g., a virtual summit, wiki pages) Include a topic in hiring manager checklist to conduct through conversations with new hire 	<ul style="list-style-type: none"> Continued emphasis on discussing culture, values, and norms provides new hires with opportunities to learn to navigate them Mix of in person and virtual forums are key to keeping virtual workers as connected as other new hires and provides a more flexible means for any new hire to participate Alerts new hire to norms of the industry in which the company participates, possible even more important for experienced hires, as they have biases from previous employment
Excel	<ul style="list-style-type: none"> Reinforce the company culture, ethics, and values 	<ul style="list-style-type: none"> Subsequent new hire summits where new hires reconnect with their cohorts at the third to fourth quarters Use of wiki continues throughout the first year Check-in “call” from HR or onboarding leaders at 6-month mark Capture from the new hires their independent ideas on the company culture (could be a group discussion, survey, a 1:1 conversation with the hiring manager and the new hire) Hiring managers and/or mentors discuss culture and performance value experiences during assignments and in the annual assessment As new hires “graduate” at the end of their first year, they become peer buddies form the next class of new hires 	<ul style="list-style-type: none"> Discussions should explore what the new hires have experienced, comparing and contrasting corporate culture to subcultures (e.g., teams, divisions) Check-ins need to be more than perfunctory actions. They need to be conducted by individuals who care to create value in the discussions Provides an opportunity for new hires to share their own successes, demonstrating progress toward individual development Capture the feedback on how the organization received the new hire and helps inform any refresh efforts on the onboarding program