ONBOARDING

GETTING NEW HIRES OFF
TO A FLYING START

Christian Harpelund

with Morten Højberg and Kasper Ulf Nielsen

ONBOARDING

Getting New Hires off to a Flying Start



ONBOARDING

Getting New Hires off to a Flying Start

Christian Harpelund Onboarding Group With Morten T. Højberg Kasper Ulf Nielsen



United Kingdom – North America – Japan India – Malaysia – China Emerald Publishing Limited Illustrations drawn by Anders Frang, © Anders Frang, 2016

First edition 2019

Copyright © 2019 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78769-582-5 (Print) ISBN: 978-1-78769-581-8 (Online) ISBN: 978-1-78769-583-2 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.





CONTENTS

List	of Figures	vi
List	List of Tables	
Intro	oduction	1
	PART ONE — TAKEOFF	
1.	Why Invest in Onboarding?	9
2.	An Onboarding Mindset	27
	PART TWO — IN THE AIR	
3.	How Do I Create 'Good' Onboarding?	49
4.	The Forming Track	57
5.	The Connection Track	89
6.	The Unfolding Track	135
	PART THREE – LANDING	
7.	Onboarding Design: How to Do Onboarding	1.70
8.	in Practice? Onboarding Resources: What Do We Need?	1 <i>7</i> 9 207
9.	Onboarding Specials: Where Do We Need	
5.1	Something Special?	243
Bibliography		251
Index		259

LIST OF FIGURES

Fig. 1.1.	The HR Eco-system.	11
Fig. 1.2.	Retaining New Hires.	13
Fig. 1.3.	Break-even.	18
Fig. 1.4.	The Onboarding Curve.	20
Fig. 2.1.	Motivated from the Start.	28
Fig. 2.2.	Organisational Readiness.	32
Fig. 2.3.	The Value of You.	35
Fig. 2.4.	The Onboarding Transition.	39
Fig. 3.1.	The Onboarding Process.	50
Fig. 4.1.	Edgar Schein's Model.	60
Fig. 4.2.	A Sense of Purpose.	63
Fig. 4.3.	The Onboarding Dialogue Game.	74
Fig. 4.4.	Rules Demotivate.	75
Fig. 5.1.	Interpersonal Needs.	92
Fig. 5.2.	The Networks of an Organisation.	94
Fig. 5.3.	Different Networks.	95
Fig. 5.4.	The Need to Know Someone.	96
Fig. 5.5.	The Buddy.	100
Fig. 5.6.	The Collaboration.	114
Fig. 5.7.	The Team Pendulum.	117
Fig. 5.8.	Organisational Silos.	122
Fig. 6.1.	High Performer Motivation.	137
Fig. 6.2.	Competence Development.	140
Fig. 6.3.	The Zone of Proximal Development.	149
Fig. 6.4.	Mentoring.	152
Fig. 6.5.	Here is Your Coach.	154
Fig. 6.6.	Performance Drives Self-efficacy.	159
Fig. 6.7.	Bumper Bowling.	163
Fig. 6.8.	Change at a Cellular Level.	166
Fig. 6.9.	Connecting the Dots.	168
Fig. 7.1.	The Onboarding Model©.	180
Fig. 7.2	The Onboarding Dialogue	187

List of Figures vii

Fig. 8	1. Onboarding Resources.	209
Fig. 8	2. Onboarding Readiness®.	211
Fig. 8	3. Best-practice Solutions.	212
Fig. 8	4. Myers-Briggs Type Indicator and Onboarding.	215
	5. Extrovert or Introvert.	216
Fig. 8	6. Sensing or Intuition.	217
Fig. 8	7. Thinking or Feeling.	219
Fig. 8	8. Judging or Perceiving.	220
Fig. 8	9. Six Leadership Styles.	225
Fig. 8	10. Onboarding Roles.	236

LIST OF TABLES

Table 1.1. Onboarding Index.	21
Table 4.1. The Ambitions of Forming.	83
Table 5.1. Team Dynamics.	116
Table 5.2. Tribal Leadership.	125
Table 5.3. The Ambitions of Connecting.	127
Table 6.1. The Ambitions of Unfolding.	171
Table 7.1. The Onboarding Activity Matrix.	183
Table 7.2. The Onboarding Roadmap®.	188
Table 7.3. The Length of the Programme.	189
Table 7.4. Pre-boarding.	199
Table 7.5. Day 1.	199
Table 7.6. The First 30 Days.	200
Table 7.7. The First 90 Days.	200
Table 7.8. Packaging the Design.	202
Table 8.1. A Structured Onboarding Programme.	234