

Onboarding, Training & Succeeding in a Virtual World

Presenter:

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BroadView Talent Partners
Tuesday, September 28, 2021



Today's Discussion

- Polling Questions (3)
- Terminology, Assumptions and Relevant Trends & Drivers
- Onboarding & Training
- Onboarding Best Practices
- Talent Trajectory Formula & Relationships
- Final Polling Question
- Executive Summary
- Q & A

Relevant Terminology

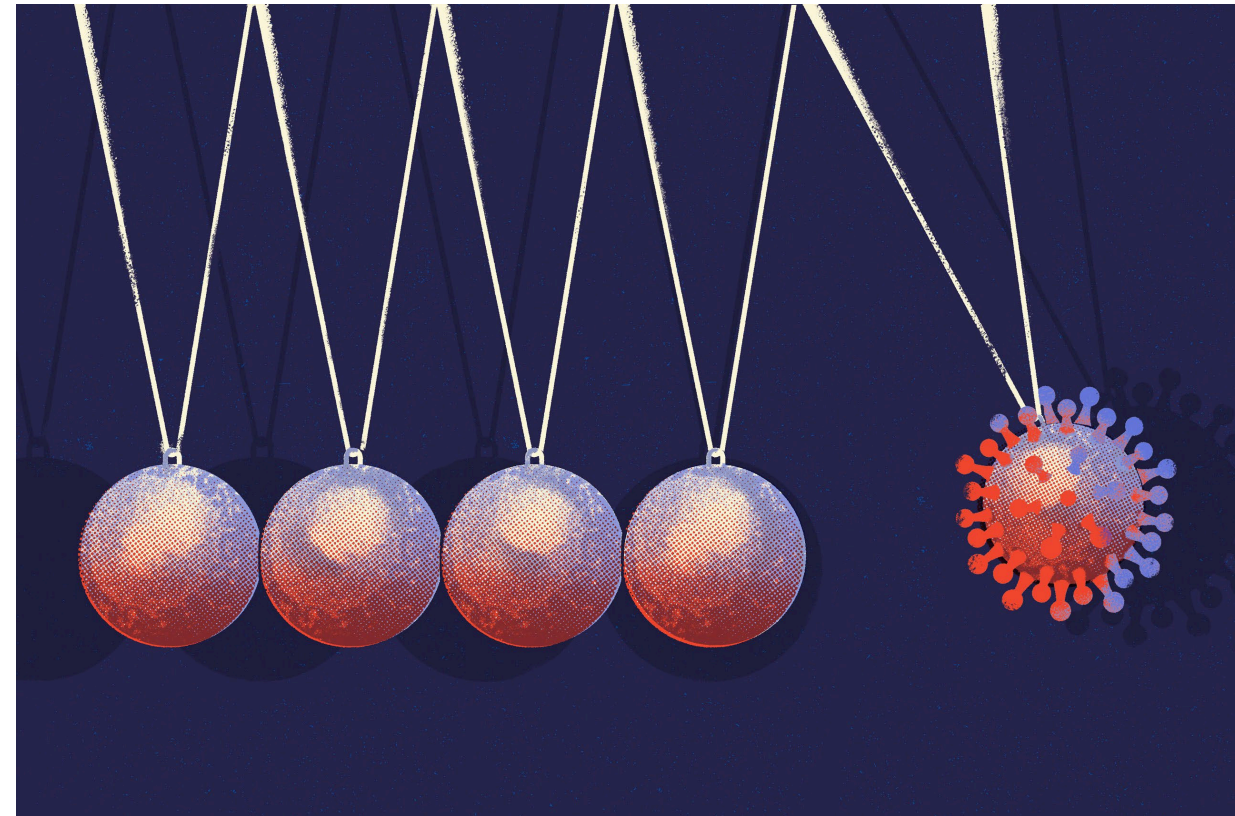
- ❑ HCGA – HIGHEST CAREER GOAL & ASPIRATIONS
- ❑ TILAC – Time in Life & Career
- ❑ HIPO – High Potential/Succession Planning Eligible
- ❑ “STARS” – Consistently Strong Performer with Runway and Upside
- ❑ SME/SIC – Subject Matter Expert/Strong Individual Contributor
- ❑ Regretted Loss – Losing a STAR
- ❑ PE – Performance Equity
- ❑ Meritocracy & “*Tenure-o-cracy*”
- ❑ CPI – Continuous Process Improvement

Assumptions for Today's Discussion

- Onboarding and Training will be treated as linked and aligned
- Focus on hiring of HIPOs and/or new executives
- Not more than two levels below ED/Commissioner/CEO
- Hire came from outside of State or Local HFA ...
- All HFAs not created equal ... laws, rules, regulations ...
- Formal with a dose of Informality ...
- Stratified & Structured
- Strategic & SWOT-focused

Relevant Trends and Drivers

- ▶ COVID-19, Delta and other variants continue to proliferate, net of vaccination decisions
- ▶ Recruitment processes and related hiring decisions still happening remotely
- ▶ Most “brutally” competitive marketplace for talent ever ...
- ▶ Truly a candidate’s market ... with renewed emphasis on diverse candidate
- ▶ Remote and virtual work environments have morphed from “occasional” to now LT “must have” trends
- ▶ PE standards, results and outcomes firing on all cylinders
- ▶ Employees now more willing to sacrifice upward mobility in ST for improved lifestyle and work-life balance ...



Which industries are embracing a future of remote work?

U.S. workers in the tech industry were mostly likely to say that their employer is offering options for full-time remote work, while those in public administration were the least likely.



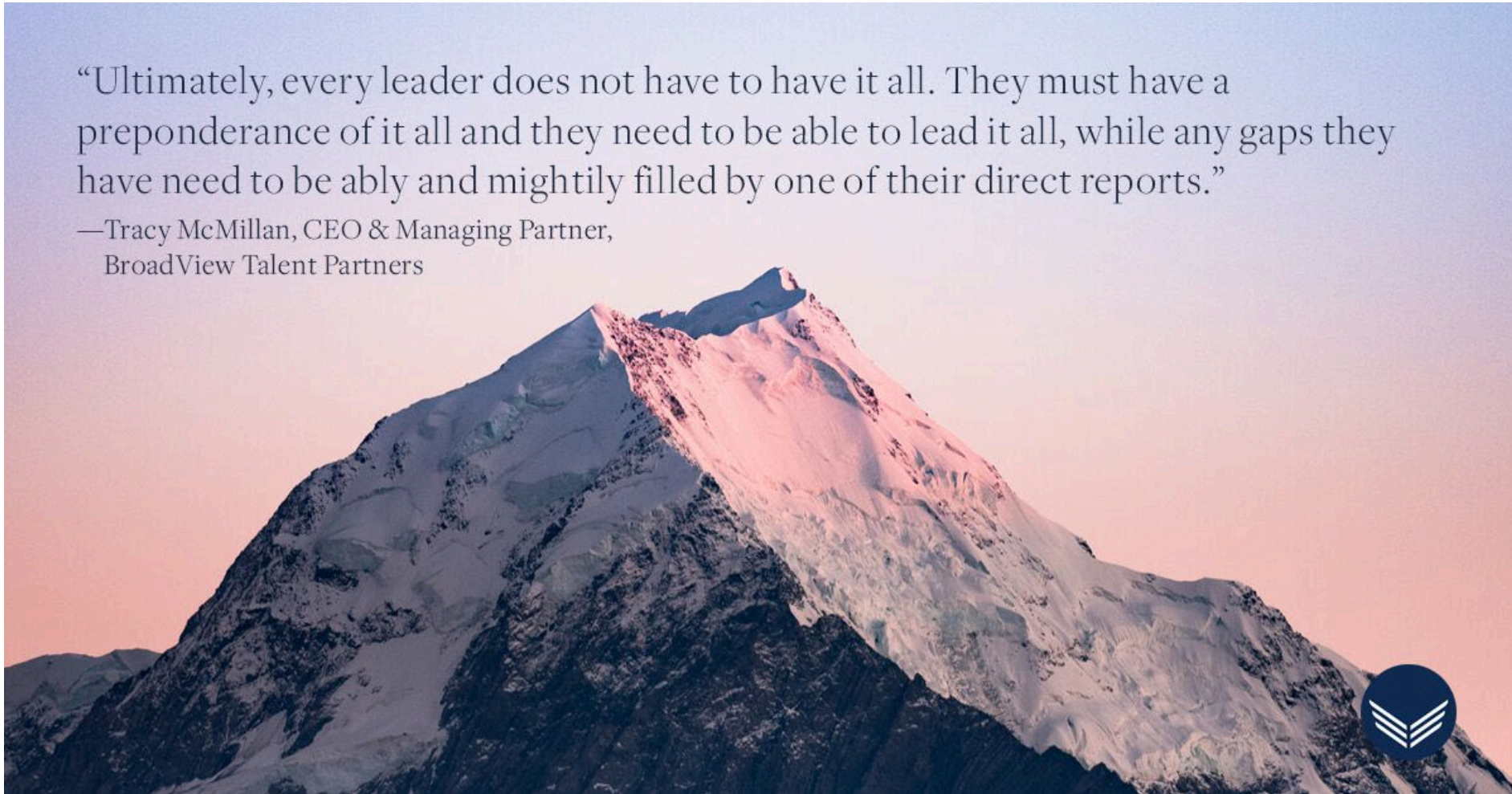
On-Boarding & Training Landscape



On-Boarding and Leadership

“Ultimately, every leader does not have to have it all. They must have a preponderance of it all and they need to be able to lead it all, while any gaps they have need to be ably and mightily filled by one of their direct reports.”

—Tracy McMillan, CEO & Managing Partner,
BroadView Talent Partners



Onboarding Defined ...

- ▶ “**Onboarding**, also known as organizational **socialization**, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.”

Source: *ExactHire Aug 21, 2017*

Onboarding & Training – WHY?

- Increased employee satisfaction
- Improved productivity and operational performance
- Longer tenure and retention
- Builds rapport with ELT/SLTs
- Greater trajectory
- Fills gaps, drives CPI and improved PE
- Better morale and employee engagement
- Leverages DEI

Engagement Statistics

According to Gallup:

- Engagement statistics:
 - **30%** of US employees are engaged at work.
 - **70%** of a team's engagement depends on the manager.
 - Employees who work for highly engaged managers are **59%** more likely to be engaged.
- More statistics, guidance and resources: <https://www.gallup.com/workplace/>

EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES

Work units in the top quartile in employee engagement outperform bottom-quartile units by 10% on customer ratings, 21% in productivity, and 22% in profitability. Work units in the top quartile also saw significantly lower absenteeism (37%), turnover (25% in high-turnover organizations, 65% in low-turnover organizations), and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%), and quality defects (41%).

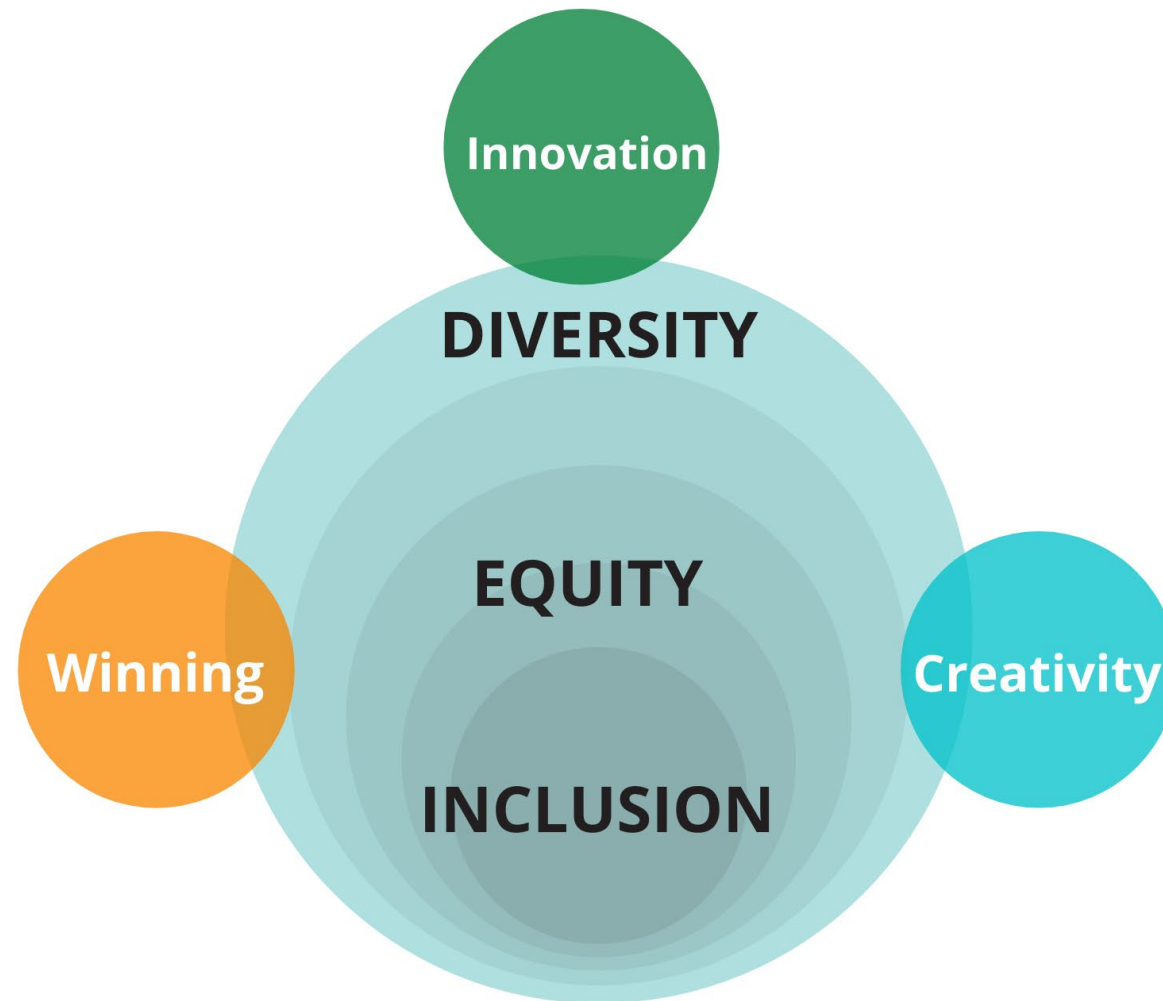


Source: GALLUP®

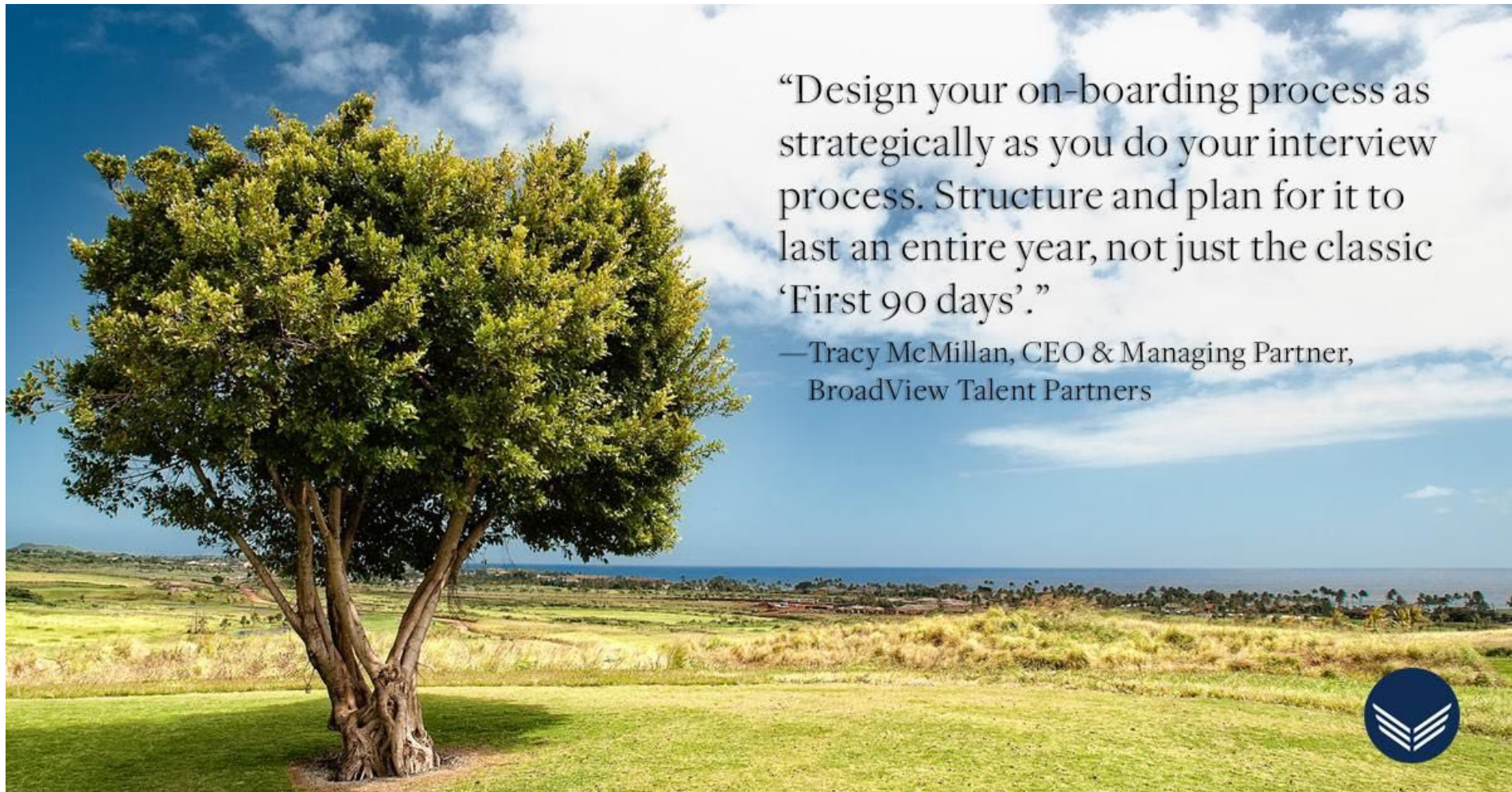
DEI & Workforce Generational Breakdown



The DEI Bottom Line Imperative



Onboarding Best Practices - Perspective



“Design your on-boarding process as strategically as you do your interview process. Structure and plan for it to last an entire year, not just the classic ‘First 90 days’.”

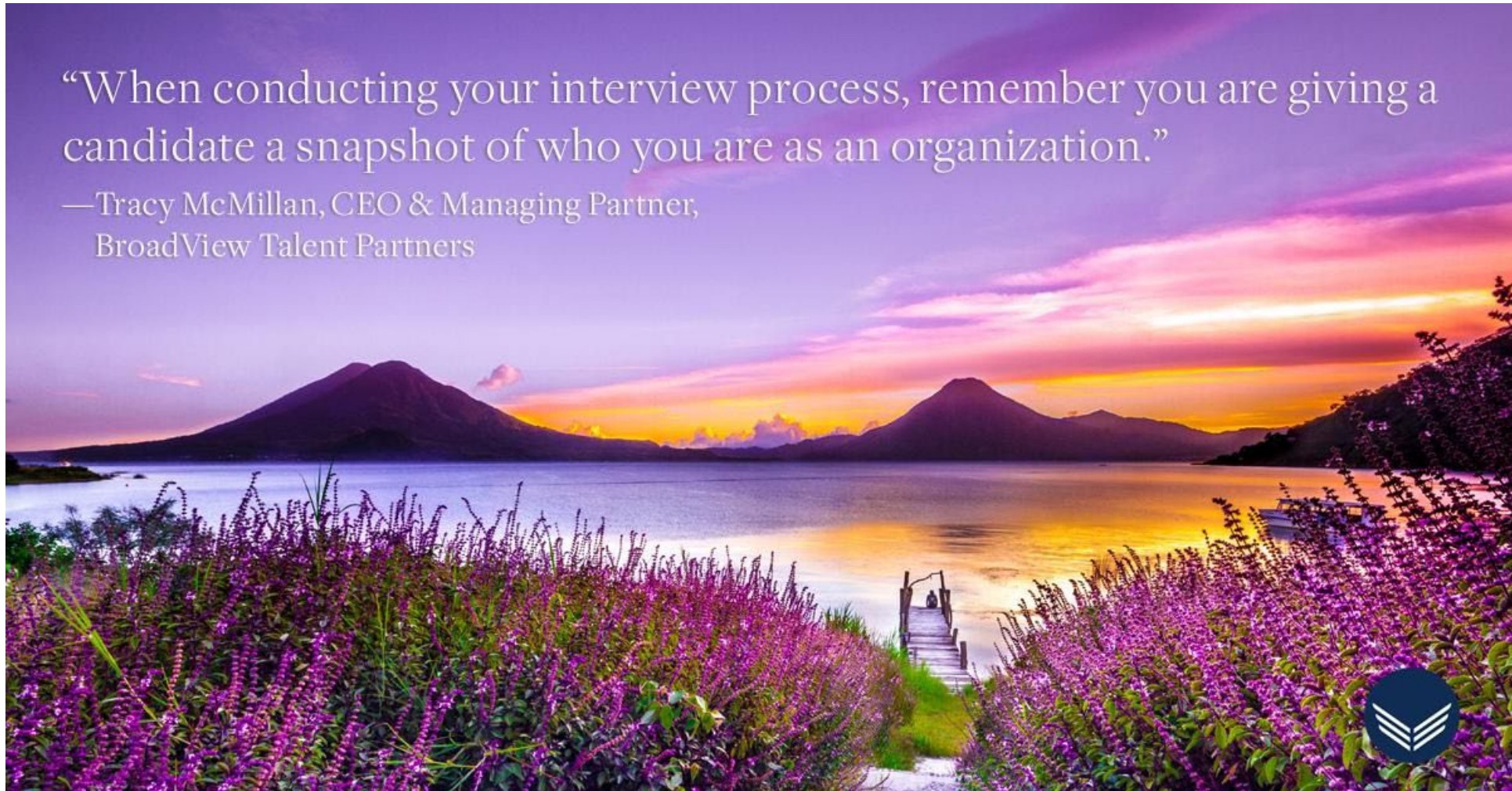
—Tracy McMillan, CEO & Managing Partner,
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Onboarding Best Practices - Snapshot

“When conducting your interview process, remember you are giving a candidate a snapshot of who you are as an organization.”

—Tracy McMillan, CEO & Managing Partner,
BroadView Talent Partners



Onboarding Best Practices: General

- Process
- Develops a happy contributor
- Brand, Values, Vision & Strategy
- People/Professional culture
- Aligns institutional performance expectations
- Spans 1 – 2 Years
- Follows employee life cycle (MCD)
- Provides tools
- Transition the candidate
- ELT/SMT Ropes to Skip & Ropes to Know

Onboarding Best Practices: Remote

- ❑ Meet candidates in-person on Day 1!
- ❑ Set clear expectations
- ❑ Don't overwhelm new hires with too much training
- ❑ Check-in with new hires daily/weekly in 1st monthly; monthly thereafter but be available as needed in interim
- ❑ Match new hire with mentor/champion or sponsor



Onboarding: Not So Best Practices

- ❑ Accelerated new hire start dates and 90-day expiration
- ❑ Broken promises, boilerplate, untailored process
- ❑ ELT/SLT absent from process; failure to establish key connections and stakeholder relationships
- ❑ Lack of mentorship, coaching and development (fill gaps)
- ❑ Inconsistent feedback and ineffective team-building

Onboarding Best Practices: Stratagem

If our client invests in an Executive Coach for the candidate/new executive hire, what would the Executive Coach have to work on to make the candidate/new executive hire a more complete professional?

Listen intently and take copious notes – you now have data, information and context that will be building blocks for tailored on-boarding and learning and development and continued professional education

Let's Talk About Relationships

Talent Trajectory Formula:

$$\text{IQ} + \text{PE} < \text{RC} + \text{EQ}$$

Relationships Management Matters

**PEOPLE DON'T CARE HOW
MUCH YOU KNOW UNTIL THEY
KNOW HOW MUCH YOU CARE.**

— THEODORE ROOSEVELT —

Executive Summary

- ❑ Remote On-Boarding and Training is here to stay ... embrace it
- ❑ Maintain process integrity and establish milestones
- ❑ Win, innovate and be creative with DEI and employee engagement measure
- ❑ Implement best practices and give new hires a “peak under the hood” ... culture, decision-making, protocols and ELT
- ❑ Never lose site of the power of in-person relationships ...

Final Polling Question

When considered in the context of virtual working and upward mobility, which component of the Talent Trajectory Formula – $IQ + PE < RC + EQ$ – strikes you as the most critical?

- a. IQ – Intelligence
- b. PE – Performance Equity
- c. RC – Relationship Capital
- d. EQ – Emotional Intelligence



Thank you!

Contact

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Executives in affordable housing, nonprofit, and middle market organizations retain BroadView Talent Partners to fill senior leadership team positions because they value our specialized knowledge and proven process for identifying executive talent using our unmatched national network, commitment to diversity, equity, and inclusion (DEI), and record of long-tenured placements.

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