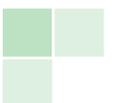


Business DNA Case Studies:

Onboarding a New Employee



THE CHALLENGE

During a period of substantial staff movement the organizations onboarding process fell short of providing seamless and positive transition into the organization for the new hires. The degree to which this integration was being performed was intended to set the employee up to succeed or fail. Both the employer and employee needed to see that they had made the right choice and that they could quickly become a productive and profitable member of the team. For the employee the onboarding period can become quite complex and uncertain and when the organization is highly pressurized any failure to give sufficient attention to integrating the new hire could fail to add value to the business.

THE PROBLEM

During a significant hiring push in a rapidly growing business it became clear that too many newly appointed employees were failing their probation period. All aspects of the hiring process were analyzed and the weak link in the chain was found to be the onboarding process. Probationers were asked for their feedback and all said they had not felt welcomed, integrated or used effectively in the business. Each said that the organization and colleagues were all too busy to spend time helping them to settle in. Whilst each said they had attended orientation they found the level of information overwhelming and confusing. Crunch time came when the managing director (MD) intercepted a new employee looking lost in the corridor only to be told that he couldn't find the photo copying room. When asked how long he had been employed he replied *...four days and photo copying is one of my primary tasks....*

THE BUSINESS DNA SOLUTION

The MD engaged the services of the DNA Behavior Group to work with both HR and the entire last intake of new employees. Probationary notices to leave were suspended and the onboarding process recommenced. The DNA Group selected a highly pressured team and working with all involved in the chain of command determined that delivering a successful onboarding process through modeling it from start to finish with one business function group would provide a useful pilot scheme and deliver outcomes that could be used across the organization. Each member of the group underwent the DNA Behavior Discovery & Performance process.

IMPLEMENTATION AND STRATEGY

The DNA Behavior Group used the outcomes to:

- Explain mutual expectations during the onboarding process
- Explain the roles, responsibilities and tasks related to the job and how each individual communicates in terms of hearing, listening and understanding messages
- Explain how work methods and procedures could be conveyed more effectively
- Identify any potential training required for the job
- Highlight individuals propensity to feel able to ask questions
- Understand how people receive information i.e. right brain or left brain



The DNA Group then worked with the organization to develop a comprehensive onboarding process linked to the outcomes of the DNA Behavior Discovery & Performance process. All the participants in the pilot exercise were included in the development of the final procedure. Thereafter, the outcomes of the pilot were used across the organization benefitting not only new hires but also those tasked with helping them to integrate and also other team members.

OUTCOME

The organization going forward introduced the DNA Behavior Discovery & Performance process up front at the hiring stage and from that point onboarding was able to be tailored to the individual employee. The numbers of probationary failures dropped significantly.

Review: a follow up survey was conducted 4 months after the initial engagement of the DNA Group. The DNA Group was able to validate the significant drop in probationary 3 month failure rate and also to establish that those onboarded felt valued and more effective very quickly. They discovered a greater level of tolerance and patience from existing staff towards the new hires and many had taken on the personal responsibility of 'taking new staff under their wing' in order to ensure they had the best start in the organization.