

Managers and their role in onboarding

A comprehensive look at a key onboarding stakeholder



Talmundo

Onboarding by Talentech



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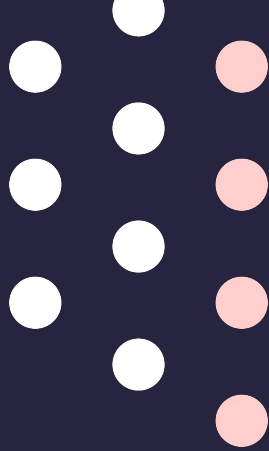
THE SITUATION

Managers have a crucial role to play as part of an effective employee onboarding process, but without the right support from HR, they are likely to fall short of providing the engaging, informative experience new hires need to succeed.

While a manager's core task will often be seen as a team lead of existing staff or a technical leader, they are also critical stakeholders in any onboarding process.

The problem is that busy managers don't often have the time to properly invest in onboarding, so the bulk of the labor falls on an overworked HR department.

So how can HR empower managers to be more involved in the onboarding process? And what is the value in doing so?



WHAT TO EXPECT

The value of managers



First we'll look at the importance of involving managers in the process.

Getting buy-in



Then we'll look at what HR can do today to get managers on board.

Manager profiles



Next we'll take a look at the 'Manager Profiles' and unpack some of personalities involved and how to support each one.

Manager onboarding timeline



Finally we'll map a short example onboarding timeline for managers that you can use today!

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PART 1: WHY HR SHOULD INVOLVE MANAGERS IN THE ONBOARDING PROCESS

WHY INVOLVE MANAGERS




IT'S WHAT
NEW HIRES
WANT




58% of new hires cite that their manager is the most important source of information during their onboarding.

WHY INVOLVE MANAGERS



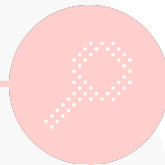
YOUR STAFF
**WILL STAY
LONGER**



75%

of voluntary turnover
can be **influenced by
managers**

According to Gallup, 75% of the reasons for voluntary turnover can be influenced by managers. Voluntary turnover is at its peak during onboarding, so involving managers just makes good business sense.



A DIFFERENT PERSPECTIVE

Managers will likely spend more time with the new hire than HR so it makes sense for them to take the lead.

They will have a better understanding of the team that your new hire is entering into, so can better foresee challenges/roadblocks to integration.

Managers can enrich their experience with very specific and personalized content and activities.

AND THERE'S MORE_

ALIGN performance expectations

Managers of course have a vested interest in employee performance and bringing them in these early stages can help to align expectations.

Which is important because expectation management is what 66% of new hires believe was missing from their onboarding experience.



AND THERE'S MORE_

DRIVE

productivity &
engagement

Managers help execute HR's onboarding vision, underscore the organization's commitment to new employees, and ultimately drive new hire productivity and engagement.



2

PART 2: HOW TO EFFECTIVELY INVOLVE MANAGERS IN THE ONBOARDING PROCESS



HR AS BUSINESS PARTNERS TO MANAGERS

In order to truly be a business partner to managers, the onboarding tools and processes HR develop must include managers from an early stage. Too often a managers onboarding duties are confined to a checklist of things to do, with little input in the actual process.

Be sure to get their feedback on:



Existing new hire
time-to-productivity
measures



New hire
integration on
a **personal level**



Onboarder
understanding of **core**
company ethos and
culture

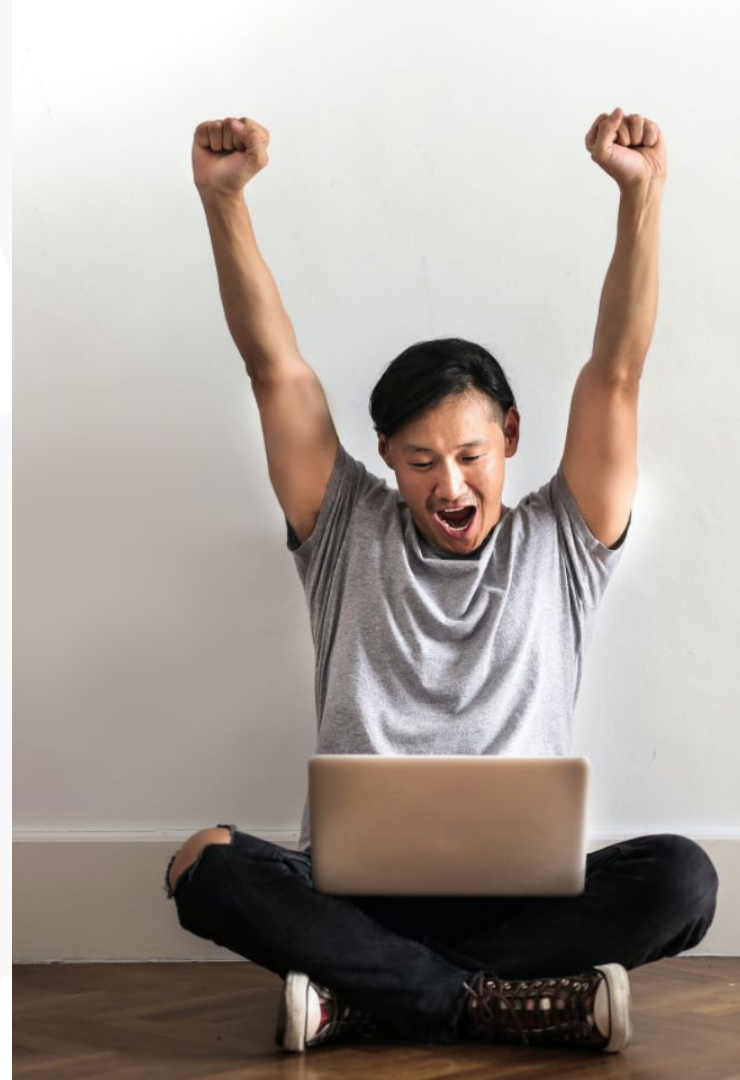
ALIGN FOR SUCCESS_

First you need to align expectations between HR and Managers

What are you trying to achieve?

What things should the manager be responsible for and which tasks should be the responsibility of HR?

Whilst having ONLY a checklist can be limiting, a good checklist to go along with a robust process can be helpful when setting clear expectations and defining responsibilities.



CONSIDER THE FOLLOWING



Who is responsible for training?



Who assigns buddy partners?



Who sets up the first week schedule?



How are KPI's set and measured?



Are regular check-ins scheduled or informal?



Who handles tech, security and equipment access?

ALIGN FOR SUCCESS

Then you need to empower your managers to perform to the best of their ability

Educate and Empower

To effectively integrate managers into the onboarding process, you're going to be using a tool we call the 'Educate/Empower' model.





FIRST WE EDUCATE

Remember that while managers care about many of the same things as HR, they won't have the same insight as to WHY onboarding is important and may be missing key elements of a robust onboarding education.

Here is a short education timeline we've made using Talmundo resources:



Week 1

Defining good onboarding



Week 2

Different styles of onboarding



Week 3

The benefits of onboarding



Week 4

Planning a great first week



THEN WE EMPOWER

Secondly, you need to empower them with the tools they need to provide the right kind of new hire support.

This could be in the form of regular training, easy-to-use checklists, or a digital onboarding solution where everything they need is housed in one central location.

A digital onboarding solution also guarantees a consistent onboarding experience for each employee no matter which manager type they are working under.



June 12

Don't forget to reach out to your new hire and share the 1st week schedule!



10:00

ALIGN FOR SUCCESS_

Finally you need to think about the different attitudes you may encounter along the way

Time to take a quick look at different manager types and the different ways you can empower them to be a more effective part of onboarding.





PART 3: THE MANAGER PROFILES

THE MANAGER PROFILES

The subject matter expert

These managers have likely worked their way up the ranks and are in a Management position because they are one of the more skilled people in their department. Keep in mind, these managers may not have any specific people management training and could have a left-of-centre management style.

One way to empower:

Provide specific resources and tools about onboarding. While they are experts in their field, there's no guarantee they are also well versed in specific onboarding practices.



THE MANAGER PROFILES

The fresh facer

These managers tend to be younger, more inexperienced managers who are new to the management world. They will be still working to gain their team's respect and are likely still defining their own personal management style.

One way to empower:

Provide adequate training on their role in the onboarding process. Make sure responsibilities and goals are clearly outlined.



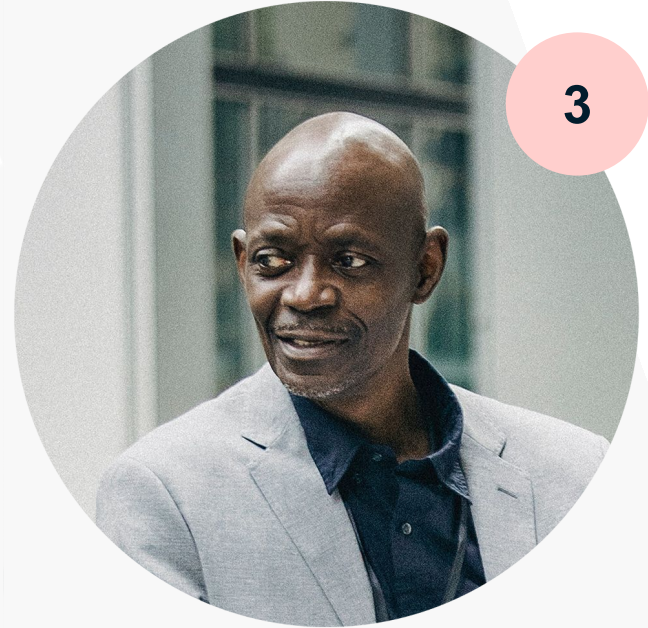
THE MANAGER PROFILES

The people expert

Their interpersonal skills are what makes them most valuable for the organization. They keep teams motivated and ensure cohesion with their attuned management style.

One way to empower:

The people expert managers have their finger on the pulse of your company culture and are critical in shaping it for new joiners. Leverage this expertise by taking them on board as stakeholders helping define how your onboarding process makes sure new joiners are imbued with this culture.



THE MANAGER PROFILES

The manager manager

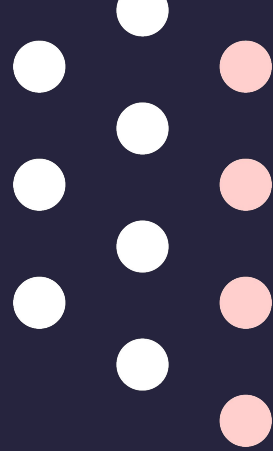
These managers are proven leaders in charge of large groups. They know what they're doing, but they are not necessarily detail focussed. They are likely concerned with the management of OTHER managers.

One way to empower:

Define their role within the onboarding process clearly. Include elements on the subordinate managers responsibilities when it comes to onboarding and make training them in this area a key point.



ANY QUESTIONS?



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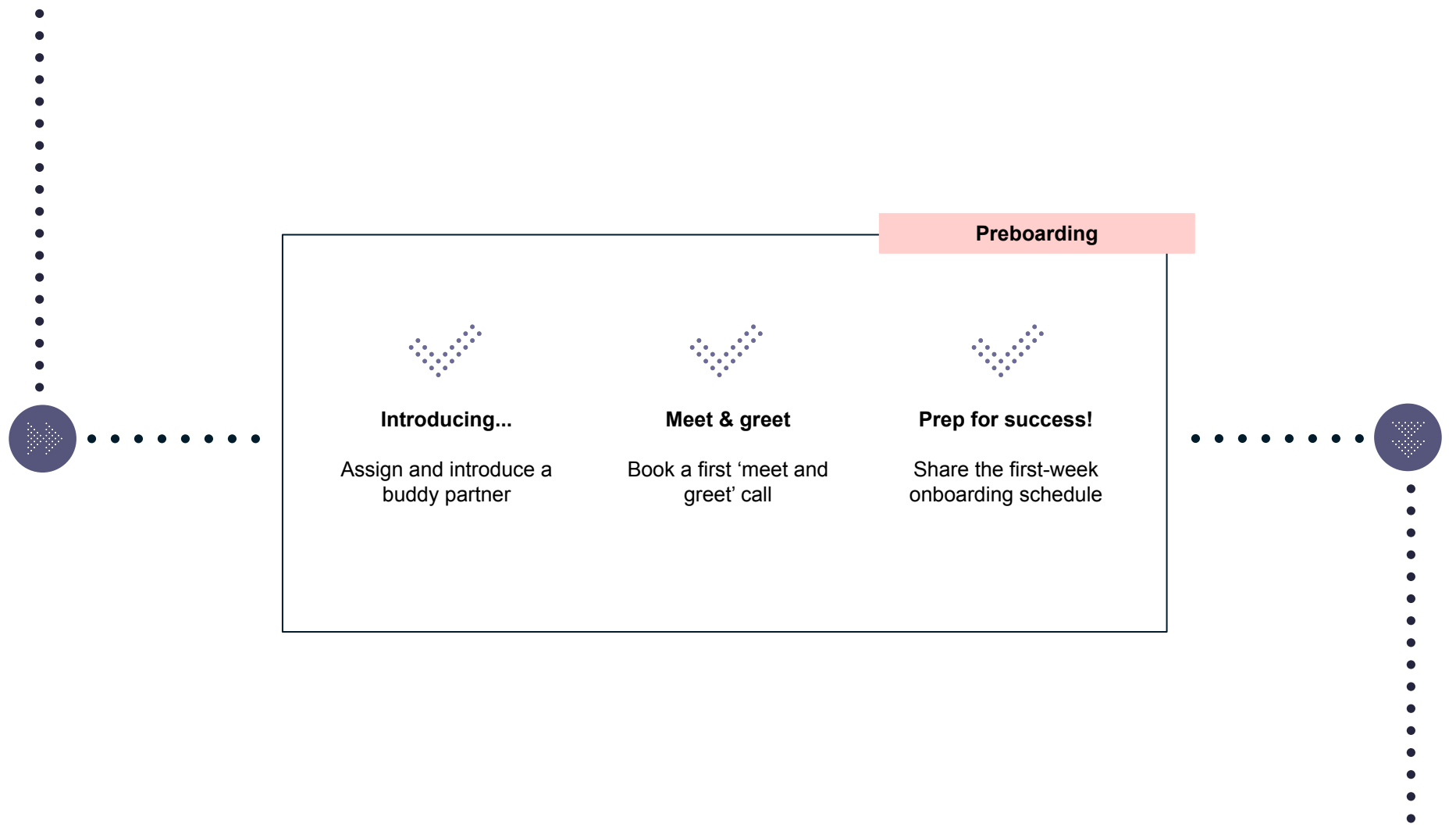
PART 4: THE MANAGER CHECKLIST

BUILDING AN EFFECTIVE MANAGER CHECKLIST_

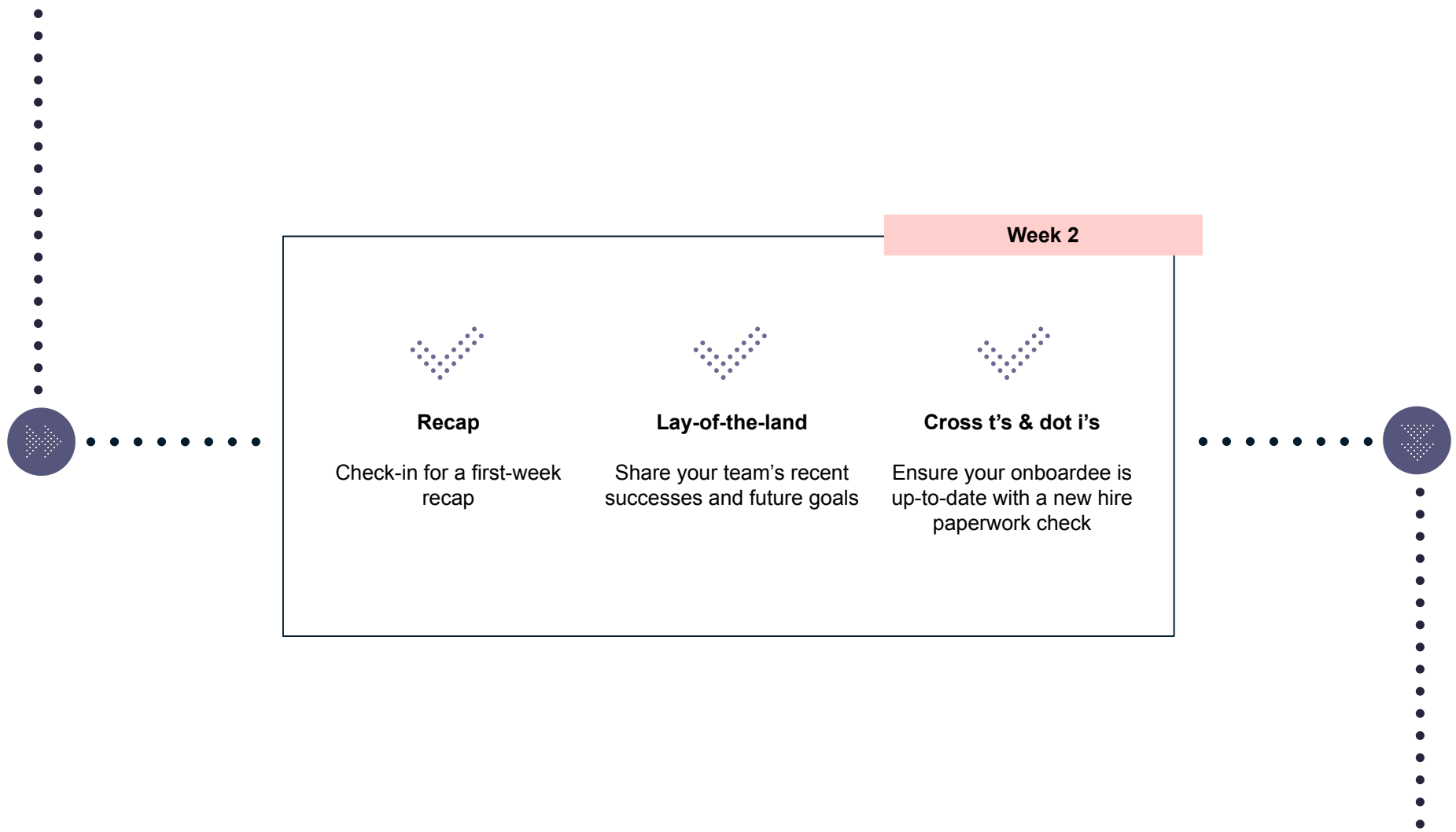


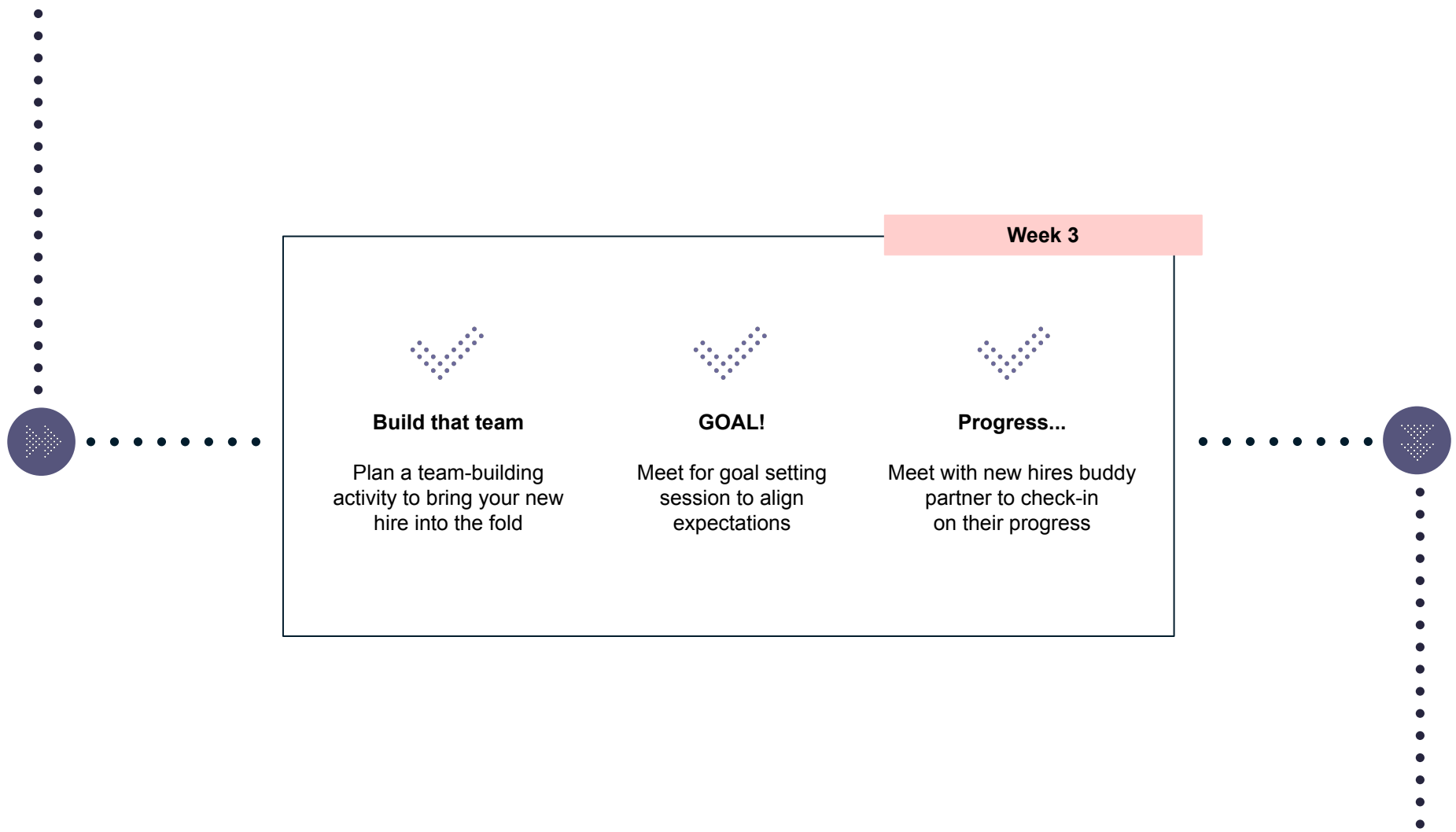
Let's get started with an **EFFECTIVE** managers
onboarding checklist









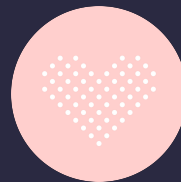




Keep going!

This is just an example to get you going, remember
to work with your managers to support a long-term
onboarding approach.

It's what works **BEST!**



THE TAKEAWAY

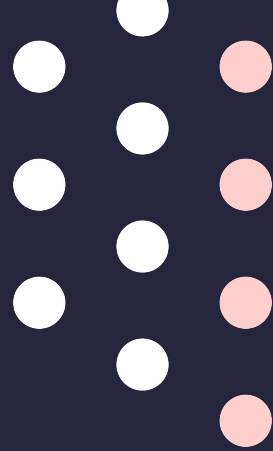
Managers have a critical role to play in an effective onboarding process.

New hires **WANT** them to be a part of the process, and with the right support they can help execute HR's onboarding vision.

Remember that you need to **educate, empower and align** for truly good results.

Also keep in mind that **managers are not one-size-fits-all** and to consider different approaches for different types of managers!

THANK YOU_





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