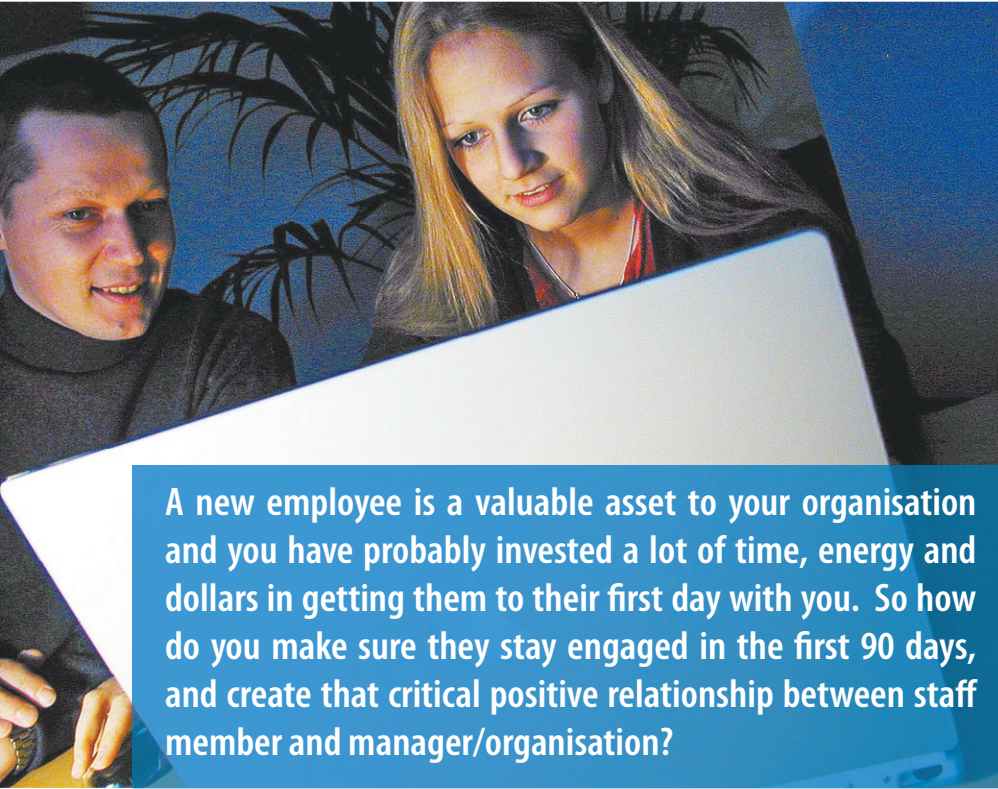


Onboarding and Career Engagement



A new employee is a valuable asset to your organisation and you have probably invested a lot of time, energy and dollars in getting them to their first day with you. So how do you make sure they stay engaged in the first 90 days, and create that critical positive relationship between staff member and manager/organisation?

The first few months in any new role is tricky. There are team and organisational norms and politics to learn, tasks to master and relationships to build. Plus all the ‘woo-ing’ and the excitement of the recruitment process is finished – and the staff member can be left wondering what they have got themselves in for. Creating a positive first 90 days is critical to validating that the decision to join your organisation was a good one.

We have some quick tips for you on how career development conversations with your new team member in the first 90 days can help to achieve this:

■ Understand key motivational drivers

If your staff member is energised by being the expert (for example), you can create this by helping them showcase key strengths, building opportunities for success and achievement in one area before challenging them with new learning. An individual motivated by contribution, may wish to understand how their role impacts on organisational goals, supports their customers or drives community success. Knowing these motivational drivers helps you engage your newbie as early as possible.

■ Reward your new staff member in the way they want to be rewarded

The career values and motivators of your new starter give a clear picture of how to reward them. Values such as achievement, appreciation, status or fun give clues to how you can create opportunities to reward this person in a meaningful way. Someone who is driven by balance may be motivated by the opportunity to work flexible hours, others who enjoy being an expert; the access to industry events, magazines or memberships. Customising rewards per individual not only maximises available reward budgets by targeting them where it counts, it also makes sure your people know they are listened to.

■ Create transparency

Having an early career conversation that is open, non judgemental and supportive, a manager creates an expectation of ongoing dialogue in this area. The earlier values, talents, motivators and preferences are discussed, the more comfortable your people staff will feel discussing this with you. Clear expectations around Key Performance Indicators, behaviour and team contribution should be detailed early on. Never assume your staff member will automatically know what are top priorities and the standard required.

■ Leveraging strengths to build confidence and competence

Find out about hidden talents early and leverage key skills as much as possible. This increases early productivity, but also contributes to a feeling of worth, fit and contribution.

Even touching the surface of the above will show an early investment in your employee's future – and a desire to create development, success and career satisfaction for that individual. Start as you mean to go on, and build a positive relationship with your new starter that will assist with delivery to business goals while supporting individual career success.

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