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Empowering people to build careers and companies
that are successful, sustainable and full of soul



The High Performing Manager's Toolkit for Successful Onboarding

"A fun, fun, and insanely useful conversation for all hiring managers, HR professionals, and trainers."
Lisa Harberg, author of 12 business books, including Coaching Up and Over the Demoscape

**90 DAYS
90 WAYS**

Onboard Young Professionals
to Peak Performance



Presenter Alexia Vernon

Author of 90 Days, 90 Ways: Onboard Young
Professionals to Peak Performance (ASTD Press)

Are you on Twitter?

Tweet your takeaways with #90d90w

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**What's
wrong with
this
picture?**



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YOUR First 90 Days

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Onboarding vs. **Orientation**

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Onboarding is the process of getting new hires oriented, integrated, and delivering results as efficiently, effectively, and energetically as possible.

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Whose responsibility is onboarding?

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Most importantly..YOURS

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Today, we are going to focus on...

- A) What new employees most want from their managers...and how to give it to them
- B) The mindset, behaviors, and skills managers need to effectively onboard their new hires
- A) Your secret weapon for growing high performers
- D) Onboarding considerations for virtual employees

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Which Workplace are You?



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Where Structure is Most Needed

1. Setting expectations for Day 1 and the first week.
1. Co-creating chief responsibilities and accountability.
1. How success will be measured – 90 days goals.
2. Establishing your preferred communication and work style(s).

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Where Structure is Most Needed

5. Clarifying how feedback will be given.
6. Demystifying department and company protocols, traditions and rituals, and jargon.
7. Developing a career development plan.
8. Illuminating opportunities for leadership development.

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Leadership Opportunities During 1st 90 Days

1. Sitting in on important meetings – providing summary, recommendations, etc.
2. Contributing an article to the company newsletter.
3. Serving as a peer mentor/buddy for other new hires.
4. Completing a career development plan.
5. Performing a self-assessment/performance appraisal.

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Your Secret Weapon

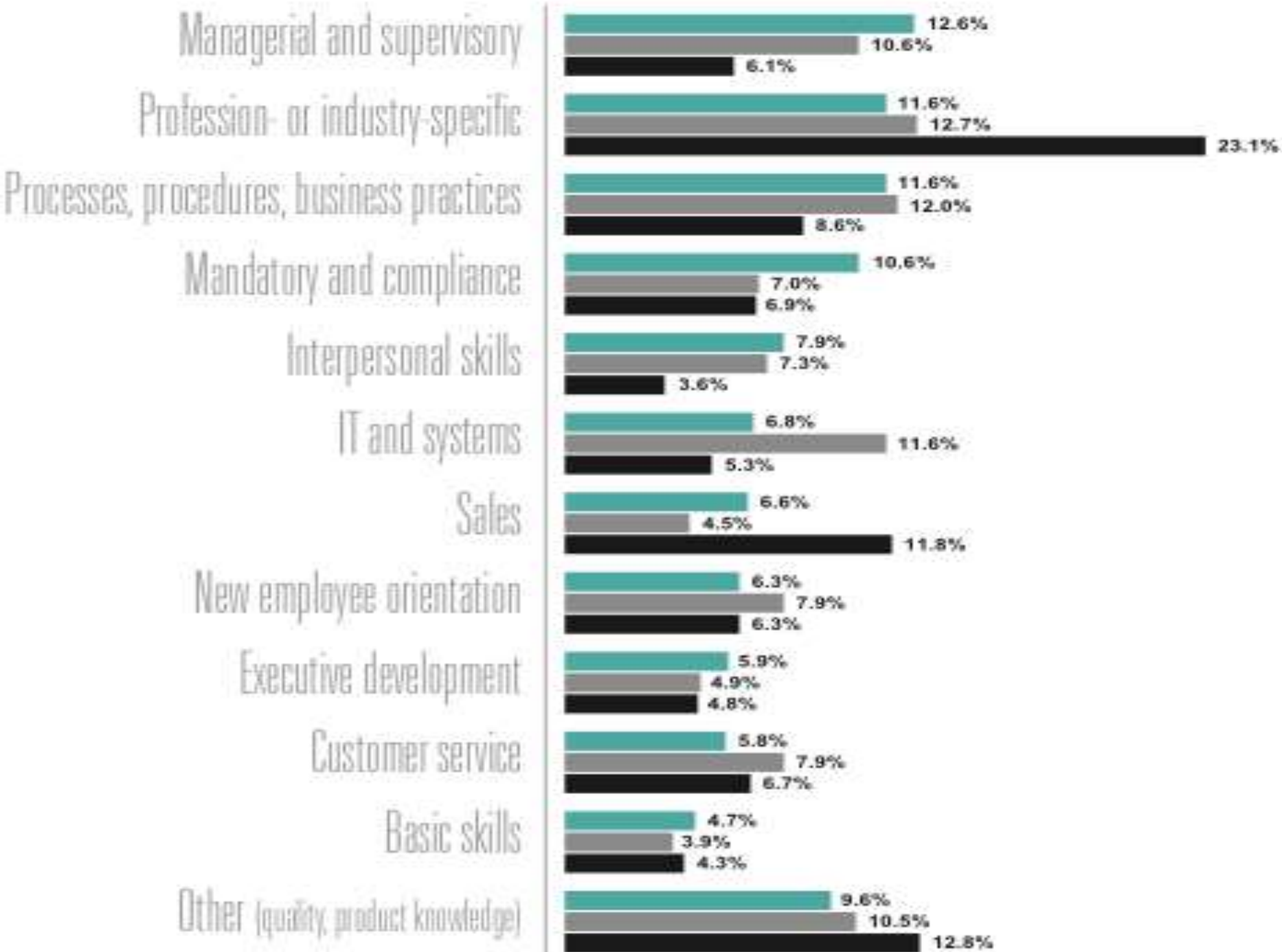


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Coaching is the art and practice of helping people get out of their own way so that they can step into and solidify their best performance.



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Top 5 Competencies for Next Generation Leadership

1. Effective communication
2. Self-motivation and discipline
3. Learning agility
4. Adaptability
5. Self-awareness

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The Mechanics of Coaching in Onboarding



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Coaching Conversations with New Hires

1. Begin by asking how their experience is going.
2. Listen to what is being said...and not being said.
3. Be curious. Ask questions that get new hire to address skills/knowledge, relationships, and engagement.
4. Empower new hires by providing observations and feedback on mindset, behaviors, and skills that are working.

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Coaching Conversations with New Hires

5. Be direct. Segue into asking questions and discussing areas for growth.
6. Get new hires to take responsibility for their thinking and their roles in situations.
7. Get the new hire both to recap what has been of most value and take the lead on designing action steps.
8. Make coaching ongoing and not a one-off opportunity. Honor the plan that was made.

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What do you hear?

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What Do You Hear? And NOT Hear?



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Questions to Demonstrate Listening and Facilitate Learning

- Tell me how your first _____ has/have been going.
- Where are you feeling strong?
- What questions are emerging?
- Where do you believe you most need to focus?
- How can I support you?

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Getting New Hires to Take Responsibility for Their Performance

- What have you tried so far?
- How long has this been on your mind?
- How have you reached out for support? To whom?
- What are some possibilities for taking action?
- What's the payoff for _____? What will it cost you not to _____?

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Transferring Coaching Into Action

- What are you clearer on now?
- What has been of most value during our conversation?
- Where are there still questions?
- How will you transfer what we've discussed into action?
- How can we measure success?
- When should we connect next?

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Joe has been in his position for approximately 60 days. Although you can see that he is working hard, you need him to work more “smart.” He is having a hard time keeping up with deadlines and you want him to improve his time management skills.

How can you help him feel safe to discuss his challenges and take responsibility for his future behavior?

How can you have HIM do the majority of the strategizing?

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Additional Considerations When Employees are Virtual

1. Must define when and what it means to be “on the clock.”
2. Even if checking in via email, set aside time for phone and ideally video conferencing.
3. Use an online project management software solution, like Tracky.
4. Make a plan for bringing people together face-to-face.
5. Ask about what you are forgetting to ask!

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Which is Your Onboarding Going to Be?



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Available from the ASTD
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***If you'd like to receive my 7 Biggest Obstacles to Success and the Sinfully Simple Formula to Shift Them Into Opportunities, hop on AlexiaVernon.com NOW!**