

GOOD S◊UL HUNTING



Good Soul Toolkit

ONBOARDING

Bringing on fantastic new employees that add value to the business is fundamental for success. But getting great talent through the door is just the first step. Keeping them and ushering them in to be key contributors for the business is where the rub – and the true ROI – lies.

The Society for Human Resources Management [SHRM] estimates that replacing an employee costs a company, on average, between six and nine months of their salary . That's a sobering figure, when taken alongside another SHRM stat, that **employee turnover during the first 18 months on the job can be as high as 50 percent.** You don't need to be a data scientist to figure out that "choosing and losing" new staff isn't only disruptive, it's also a financial disaster.

To improve the chances of your star-signing staying in your business, you need to create a high-level onboarding process which not only helps them settle, but ensures they buy into your brand and culture from day one. You want to develop a carefully cultivated pathway, which enables new arrivals to keep their individual excellence intact, but also embeds them into your environment so they can flourish and add value to your brand.



Here is the **Good Soul Guide** with **seven tips** to do just that

1. TELL THEM YOUR STORY

People follow purpose, not paychecks. Make sure everyone joining your brand knows the founding story, the reason you came into existence and the solution you provide the world.

Clearly articulate your mission, vision and values to set the right trajectory and the expected behaviors to get there. Make it abundantly clear how they contribute to that overarching dream and what success looks like.

New starters should know whose footsteps they are walking in and how to continue the trail to leave a positive mark on the brand.



2. HELP THEM BECOME GOOD SOULS

Everyone has a story. When that is carefully crafted and shared with the organization, it allows everyone to know and access colleagues in more meaningful and holistic ways.

According to the State of the American Workplace Report by Gallup, **88% of employees think their employer did a poor job with the onboarding process.** One of the most common complaints was that the process felt like a cookie-cutter formality – everyone gets the same introduction. The candidate-driven times are also demanding that workplaces be more accepting in encourage staff to bring their whole selves to work

Tailor the onboarding process to showcase who the new starters are, their unique skill sets and find ways to weave them into existing staff stories.

The process doesn't have to be entirely bespoke – just make sure it creates a personalized, supportive vibe that sets the person up to do their best work personally and professionally.

Do that successfully and you will have some good souls on your hands, contributing sooner.

3. IMMERSE THEM IN LIVING YOUR BRAND

Happy team, happy customers. You want your team to be embedded in your brand. But you also want your brand to be embedded in your team.

The office tour, brand book in the bottom draw and values on the wall don't cut it anymore. Living the brand needs to take on immersive proportions. Heightened experiences that give new starters an emotional sample of the thrill of your brand.

Recording the company jingle with other new team members, receiving personalized swag, spending 30 minutes on the phones, completing a company treasure hunt, interviewing a client or being toasted at the Friday night company drinks by the CEO are far more memorable moments that steer you towards the heart-felt intentions of the business than reading any manual.

The onboarding – from start to finish – should look, feel, sound, smell and taste like your brand.

4. CULTIVATE JOY

We are each motivated by an inner set of drivers that can help take us away from pain and/or towards pleasure. As part of the workplace backdrop, it's important we tap this center of joy to get the best from people – to help people have the most fun doing it. Make sure there is room for moments of self expression and joy throughout orientation (what are the tools and how do I do my work here) and onboarding (how to get up to speed so I can start adding real value to the business?).

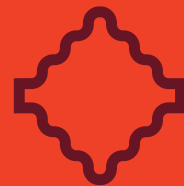
Onboarding begins as soon as an offer is accepted (arguably before, because you are already fostering a deeper relationship with the brand as part of the interview process).

While the entire process can last through the first year of employment, the early stages determine how successful your program is. Why? Because studies suggest that up to a third **(33%) of new hires start searching for a new job within the first six months of starting their careers.**

To make those early moments count and to make the process successful, don't simply focus on getting them going on their 9 to 5. Remind them why they are important to the brand. Allow them time to take things in. Offer them activities outside of their immediate duties that align with their passions and the fast friends they make in the business.

In short - help them cultivate joy. Let them realize that while they are at your brand, they can do that.





5. HELP THEM STAY CURIOUS

'Innovate or die' is the new normal. The good news here is that human's love to create. As a brand it's up to you to create a safe space for voices to be heard, ideas to be shared and mistakes to be made. Everyday your team should be thinking about ways to optimize, auditing existing efforts and sharing those with each other so the business evolves together.

A staggering **60% of companies** report that they do not set short-term goals for new hires. This is a huge mistake.

To embed and engage your new talent, progress must be felt from the beginning. Offer clear goals and timescales - and make sure they are ones which the new person is likely to hit and achieve. These can be based around understanding their aspect of the business or reporting back on initial observations of the business.

Also Day 1 should mark the beginning of their development journey. Millennials and GenZ are hungry to move to the next level or move on and will leave the business when they perceive the rope has run out. So shorten review and pay cycles and make sure there is a constant tempo of victories to harness that winning feeling.



6. EVOLVE HOW YOU COMMUNICATE

Deepen connection. We have two ears and one mouth. Let that be reflected in how you run the business. Listen more. Speak less and act quickly on solutions requested and agreed by the team.

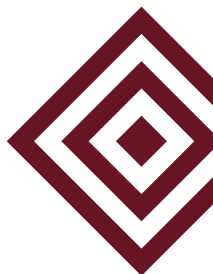
Each person is different. How they prefer to learn, adapt to new environments, receive and send messages, give and take feedback, think about issues, facilitate meetings, and participate in the business in the most wholehearted way. Know their love language (how they like to receive praise) and how they prefer to be honored in the workplace.

Coach the business in conflict. Conflict is a necessary, but often mishandled aspect in business. Train the business on how to have full robust conversation, how to respect all arguments, work through to a solution, make a decision in the best interests of the business and then all get behind that decision.

Normalize kindness. Embrace the whole person and provide support when staff are not feeling optimal.

When onboarding, think marketing. Are your messages hitting your target? Is the information you're sending being received in the way you intended?

The more you can tailor your onboarding - and especially the way you share and provide information - the better.





7. SATISFY THEIR WANTS AND NEEDS

Candidates now want to *#livetheirbestlife*

With the Great Resignation candidates have clearly voted that work conditions need to change. Personal priorities have shifted. They want workplace wellness. They want continual growth. They want flexible leave, working location and benefits. They want to be scoring high on the happiness scale, in real time.

LinkedIn research shows that tech companies have the most overall turnover of staff, with companies seeing, on average, **13.2% of their workforce leaving each year**. The same research shows that the turnover is particularly high for certain roles – such as user experience and design [23.3%], data analysis [21.7%] and embedded software engineering [21.7%].

Your opportunity to avoid your new arrival becoming one of these stats starts before you even hire. Identify the new needs of these people before you hire and be ready to shift company policy to meet them. During the interview, check the working conditions are set up for them to do their best work. Ensure onboarding is a seamless and positive experience. As you evolve your business, find new and better ways to automate the mundane. Get new starters to help find new solutions to old problems.

Dial up job satisfaction and dial down bureaucracy.





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Employee turnover during first 18 months on the job can be **50%**



Replacing an employee costs between **six** and **nine** months of their salary

Technology roles see some of the largest turnover in **staff numbers**



Successful onboarding can improve employee retention by **82%** [Research by Brandon Hall Group]



Only **12%** of employees strongly agree their organization does a great job of onboarding new employees - so **88%** aren't doing a great job [Research by Gallup]



New hires have a **25 percent** productivity rate in their first month on the job [Research by Zippia]

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