



Executive level one-on-one coaching

Building a strong leadership team

Senior level meeting facilitation

Strategic change consultancy

Key talent development

Onboarding

Onboarding explained – FAQ's

1. What is Onboarding from a coaching perspective?

Onboarding is the use of an external coach to optimise the process of bringing key talent into the business and accelerating the transition from new employee to productive team member.

2. At what stage in the process does the coach become involved?

There are three optional points in the process where the coach could effectively be deployed:

- Phase one - Immediately after an offer has been made.
- Phase two - Immediately after an offer has been accepted
- Phase three - Immediately on arrival

Irrespective of when you plan to deploy a coach, you should explain your commitment to onboarding to the candidate during the interview process as an indicator of the investment your company makes in the development of its people. This is an important differentiator that will set you aside from many companies.

Phase one - An innovative use of onboarding is to offer the candidate the use of an external coach in the pre-acceptance phase, as an independent sounding board to weigh up the job offer and confirm that it is a good match for their abilities and ambitions. In many ways this is a brave suggestion to make, but in practice it is an indicator of the confidence and openness of the company to expose itself to this debate. In my experience candidates invariably see this as a positive move on behalf of the prospective employer.

Phase two - However the real work of the coach kicks in once the job offer has been accepted. Many companies experience significant fall-out rates during the period between acceptance and arrival, particularly with high-calibre candidates who are invariably subject to competitive offers. It is a well established fact that the use of a coach during this period dramatically increases the chances that the candidate will actually join. A major deliverable during this period is the production of 'The first 100 days' plan – a detailed activity plan specifically designed to make the inward transition as successful as possible. This phase removes a huge workload from the business in looking after the candidate during this critical period and allows the organisation to focus on putting the necessary infrastructure in place to make the new employee feel welcome from the outset.



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Phase three - The third phase of onboarding starts on day one of the candidate's new employment and is all about dealing with the natural tensions that arise whenever anybody joins a new company but more importantly in a professional execution of the plan for the first 100 days.

3. How much time will you spend with the candidate?

During phase one we would hold one or two face-to-face discussions depending upon circumstances, interspersed with telephone calls and emails. The frequency of contact in phase two depends largely on the notice period, but a minimum of twice monthly. Phase three would involve weekly meetings in the first month, then bi-weekly thereafter. However for all phases the overriding coaching principle applies – no upper limits. We meet whenever we have something that needs to be discussed.

4. Why use a coach for this? Shouldn't we be doing this internally?

Of course you should. But in practice most companies do it very badly, and the costs of getting it wrong are far greater than the costs of using someone independent, professional, and with no other distractions who will manage the process. Having gone to all of the time and expense to find the right person, it is vital that you do your utmost to ensure that the candidate does arrive, and that when they arrive their transition is a success.

5. What would you need from us?

To make an onboarding programme a success I will need a thorough understanding of what the company is trying to achieve through the new hire, and easy access to the hiring manager and the HR lead involved in the process.

6. How much does onboarding cost?

In many ways an onboarding programme is the same as any other coaching programme. As such I charge for it in the same way and at the same rates. Please refer to my coaching terms and conditions already supplied for current pricing. A typical onboarding programme occupies a minimum of one and a maximum of two coaching slots, i.e. three to six months.

Martin Hoyle.

Coach to executives, senior managers and leadership teams.