

## Short onboarding programs are failing new recruits

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Employers are missing the opportunity to build commitment and pride among their new recruits because most onboarding programs are too short, a strategic advisor and coach says.

"The big problem is that 83% of recent hires go through an onboarding process of 14 days or less," says [Evolution Partners](#) founder **Brad Giles**.

Noting that he surveyed more than 1,100 CEOs and hiring managers while writing his forthcoming book *Onboarded* (due for release on 1 November), he tells HR Daily the "real magic" happens around the 90-day mark after an employee has started.

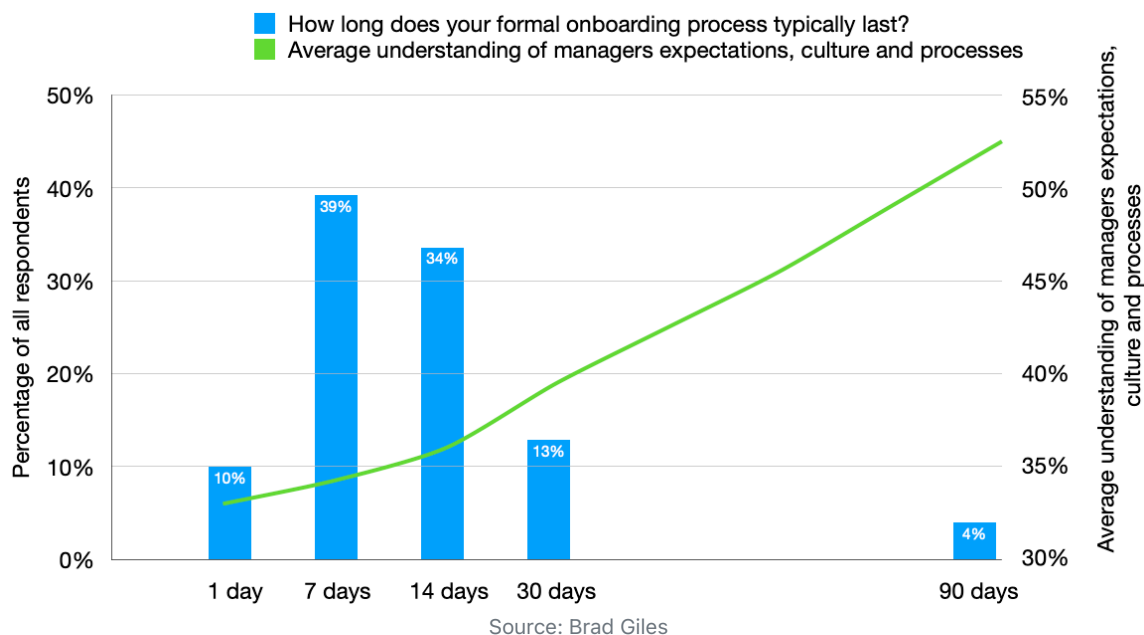


That's usually when a new hire will understand three key elements: the manager's expectations; the organisation's culture; and company processes.

Only 34% of employers with a seven-day onboarding process agree that new hires understand all three elements, yet 53% percent of employers with a 90-day onboarding process believe this is the case, Giles has found.

"If employees' onboardings do not progress past 30 days – and it's clear from my research that most don't – those employees are missing out on the [opportunity to become fully effective in their roles](#)," he warns.

"Their managers, and the organisations they belong to, can't possibly expect to have teams with a [healthy and productive culture](#)."



### From directing to coaching

The onboarding process should be broken up into three distinct stages, says Giles.

These comprise the "understand" stage (between the start day and the 30-day point); the "learn and apply" stage (30–60 days); and the "embed" stage (60–90 days).

He recommends implementing [weekly meetings](#) during the first phase, and the goal is to move from directing and teaching initially to advising and mentoring in the second phase.

"If new hires stop the onboarding process at the 60-day mark, they may revert to their old habits. The embed stage embeds the new habits they have understood, learnt, and applied.

"Continuing the weekly meeting format, the manager should be transitioning from advising and [mentoring to coaching](#).

"The manager should easily transition from the final onboarding stages, where they coach the new hire, into an ongoing coaching process and meeting rhythm after the onboarding process is complete."

Regular meetings can seem onerous for managers, but when viewed in context of transitioning from 'directing' at the beginning to 'coaching' at the end, they can be quite valuable, notes Giles.

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