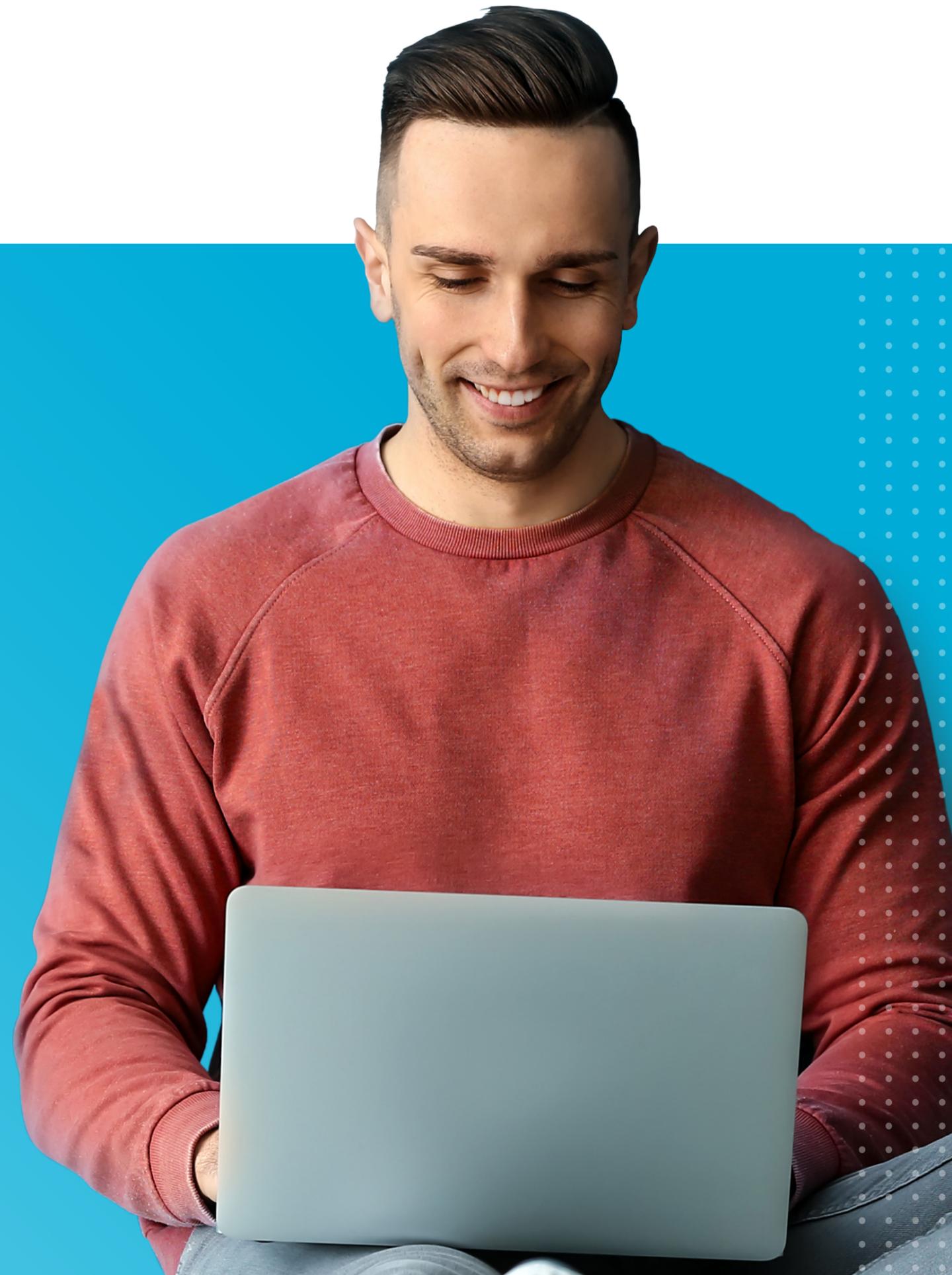


# 4 Reasons

**Better Onboarding  
Requires Better Learning**



Every organization wants the same thing for their new hires: to get up to speed quickly, close any knowledge gaps, integrate with the team, and be productive. Yet, research from Gallup shows that just 12% of employees strongly agree their employers do a great job of onboarding new employees.

The fact is that after a person has accepted an offer, onboarding is really very much a learning and development activity — not just an HR check-the-box obligation. That’s why bolstering your ability to successfully onboard requires a modern approach to learning.

In this e-book, we’ll cover four reasons better onboarding requires better learning.



REASON NO. 1

# Learning Helps Employees Understand Company-specific Tools and Processes From the Start

The modern knowledge worker uses many tools throughout their workday: email, web browsers, instant messaging, document storage, project and task management, phones, video conferencing, and on and on.

But before any job-related tasks are assigned to an employee to use those tools, which usually happens in that first week or two, there's an opportunity to work on **“the Four C’s of 21st Century Competencies”**:



**Collaboration**

Meet your team and learn how to gel with them.



**Communication:**

Discover the preferred method and tone to use.



**Critical Thinking:**

Planning and evaluation of day-to-day work.



**Creativity:**

Taking steps toward innovation in the role, department, company, or industry.





It's important for new hires to take this time to familiarize themselves with the individual programs, software, and procedures that the new organization uses.

Then you can make sure your new hires can efficiently and proficiently handle the many tools required of them. Your company needs to do a great job of onboarding for every piece of equipment — hardware or software — that will help your new hires succeed. This includes general-purpose tools like their computer and phone system, to specific-use tools like a password manager. Unfortunately, most companies fail to do this.

It's not surprising so many companies fail at training new hires — new hires have a hard time just *receiving* what they need to be successful in the first place. According to a recent survey from ServiceNow on the employee experience, only 51% of employees feel their company makes it easy to receive equipment on their first day of work. One survey respondent said it took over four hours to get set up on their computer. This is obviously not great.

Odds are that new employees won't know how to use every tool perfectly, but learning systems can help your new workers at least get up to speed quickly.

In the popular *Harvard Business Review* series "The New Rules of Talent Management," IBM CHRO Diane Gherson was asked about the company's onboarding process.

Diane replied that when she and her team asked new employees what they felt about their onboarding experiences, many responded with, "I didn't get my laptop on time," or, "I had problems accessing the internal network." Diane's team realized they needed to bring in many departments to resolve these problems for their newest staff — departments like security, real estate, and networking.

A learning solution can replace the traditional method of time-consuming and inefficient departmental cross-training by creating content from each area to deliver to every new employee.

By broadening your scope of which departments are involved with onboarding, and delivering the necessary information to your people from a centralized platform, you can help new hires get up to speed with the right tools and processes more easily, making them more productive in a fraction of the time.



## REASON NO. 2

# Learning Quickly Closes Skill Gaps Among Incoming Employees

Diane and her team at IBM also realized they needed to transform their learning management system to close skill gaps and appeal to the different learning and communication preferences of the incoming generations.

“People consume content on their phones and tablets now,” she said. “So we had to put aside our traditional learning management system and think differently about education and development.”

IBM uses a learning platform that personalizes content for each of its 380,000 employees. The platform is tailored by role, with intelligent recommendations that are constantly updated. It was clearly a significant investment for IBM.

Diane and her team focused on automation and recommending content based on roles to create a more personalized learning experience. Offering up other content that they would likely find interesting nudged users to boost engagement with the LMS.





The company discovered what we've known for a long time: Great learning increases productivity, and thus business results.

Which only makes sense: Businesses are losing money when the ramp-up period for new hires can take anywhere from six months to a year, or even two years, to reach full productivity.

Learning systems like the one IBM uses allow an organization's newest hires to increase their competence and productivity in their earliest days — increasing both revenue and retention.

Increasing retention is crucial in the first few days of onboarding. A survey by Digitate, an IT automation company, revealed that employees with a bad new-hire experience are twice as likely to look elsewhere for job opportunities. We'll see why that happens in the next section.

## REASON NO. 3

# Learning Increases Confidence and Ability in Those Critical Early Days

The earliest days of an employee's experience in your organization are potentially the most important because they set the tone for the rest of a new hire's work experience. Many HR leaders believe they don't need to focus on onboarding, yet employee surveys say otherwise. The wisdom of the crowd is correct on this one.

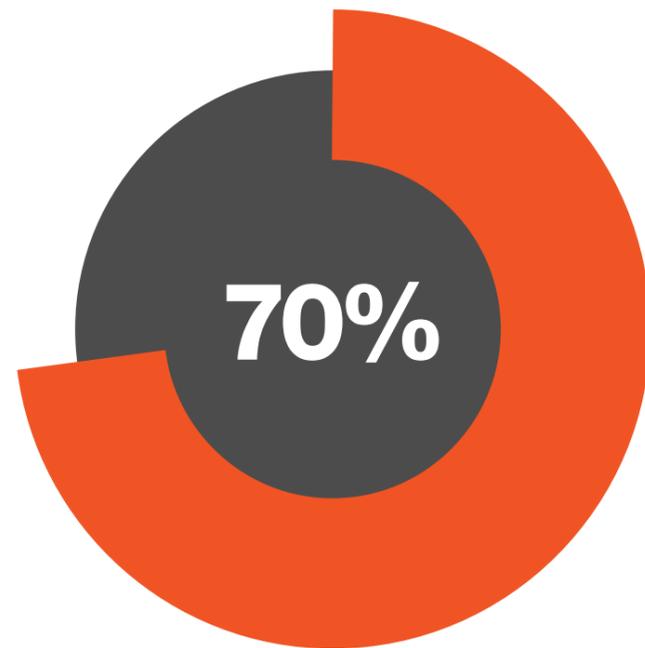
### Ready for a few stats?

Referring back to the [ServiceNow survey we mentioned earlier](#), although 85% of employees are enthusiastic about their new positions and companies, only 72% feel the first few weeks were a positive experience.

Here's one possible reason for that disconnect: As Mercer pointed out in its 2018 [Global Talent Trends Survey](#), only 30% of HR professionals think improving the onboarding experience is a top priority. Ironically, HR's top concerns are focused on a lack of critical skills for their workforce. That's ironic, because onboarding is an essential part of learning those critical skills to be able to increase employee confidence and the ability of new hires.



Again, the 70% of HR leaders who think onboarding isn't a top priority. Why not? Building learning into the onboarding process exponentially increases productivity and retention.



Here's proof: The magazine *HR Technologist* found that organizations with an onboarding process “experience 54% greater new-hire productivity, along with 50% greater new-hire retention.”

A next-generation learning management system allows your people to efficiently and engagingly absorb the content they need to make their daily jobs more successful more quickly. For example, data analytics is a trending skill right now. Most of your employees don't need to become a data scientist parsing SQL queries and creating data visualizations. However, many of them (if not most) do need to understand how to analyze quantitative information and present it coherently enough for others to make important decisions.

Using a modern learning solution to deliver data analytics content in the flow of work (for example) will give your employees comprehension of the concepts and skills they need for the next generation of work. Even better, you're building more positive experiences during the critical first days with the company and beyond.

By focusing your attention on onboarding and the early days of your employees, you can help your employees integrate with their new technology, new skills, and new team members to create a better workforce overall.

## REASON NO. 4

# Learning Helps New Employees Integrate More Effectively With the Rest of the Team

When you onboard a new employee, it's not just the employee you're onboarding. You're indirectly onboarding a newly redefined team – the people they'll work most closely with starting from Day 1. Your new hire is being onboarded into a pack with its own microculture, quirks, and relationships.

Here's why that's so critical to onboarding: The future of work is done in teams. According to Deloitte's [2019 Global Human Capital Trends report](#), 31% of HR leaders believe all or most work is done in teams, and 74% believe shifting to a team-based model of work improves performance. Additionally, Gallup [believes](#) relationships at work strongly affect performance and the employee's experience.

The future of work looks like networks of teams working closely together, but poor relationships can increase turnover. SHRM believes work relationships are the most important indicator when it comes to engagement in one's work, according to a 2016 survey in which 77% of employees felt their relationships drove engagement.

Without good relationships, employees are more prone to leave their jobs. Unfortunately, the social aspect of learning in the onboarding phase is extremely important but often neglected.





## In other words, relationships are everything in team-based work.

Keep this in mind while onboarding new hires. Help them learn about their new team members with a modern learning management system. Instead of uploading content only about data analytics — a hard skill — team members can upload content on how that team’s role fits into the larger organizational objectives.

For example, using a video upload tool to create a repository of best practices from peers would boost not only productivity but social cohesion as well — new hires could learn about cultural norms as well as practical tips for succeeding in their new roles.

Failing to do that leaves new hires feeling like they’re taking a test without having had the benefit of a study guide. Your brain is cold when you open to the first question, and that anxiety stops your synapses from firing. But when new hires get learning content built for onboarding into their teams — not just their hard skills — you can help them get acclimated to their new surroundings, warming up the social dynamics and improving the team cohesion of your departments.

Thinking of learning and onboarding in this way will accelerate each new hire’s understanding of their role, as well as their ability to connect and relate with their co-workers. It will get new hires up to speed quickly, close any knowledge gaps, integrate them with the team, and help them stay productive for the long term.

## CONCLUSION

# Knowledge Is Forever

At Brainier, we believe training is for yesterday's requirements, learning is for today, and knowledge is forever. We believe that if you want to onboard more effectively – creating more productive employees and better teams – you need a learning management system that's built for tomorrow, not today.

We're here to help you onboard your employees and prepare them for whatever comes in the future – because knowledge is forever.



[brainier.com](https://brainier.com)

Brainier is a new kind of learning and development company. Brainier was conceived from being able to identify the trends in enterprise learning and designing technology and services to help enterprise-level organizations keep pace with them.

The Brainier LMS helps your business achieve breakthrough results through better enterprise e-learning that will educate, engage, and empower your employees.

**Brainier. Educate. Engage. Empower.**

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