## INDEX

Note: Boldface page numbers refer to tables; italic page numbers refer to figures; page numbers followed by "n" denote endnotes

Aberdeen Group, 23n7, 175n40 activities management, 184-185 activity matrix, 182, 183 administrative resources, 232-233 affection dimension, 108-113 affiliative leadership, 228-229 Alibaba company, 135, 172n1 Allied Workforce Mobility Survey, 4n1 alumni network, 113 American public authority, 98 American Stock Exchange, 135 appreciative inquiry approach, 174n34 The Art of Action (Bungay), 85n22 assistant training, 174n27 Australian company, 157 autonomy, good onboarding, 52 autopoiesis, 176n58 baby boomers (1946-1960), 222 best-in-class organisations, 23n1, 23n4, 25n21 best-practice solutions, for onboarding resources, 211, 212 bumper bowling, 163, 163-164 CCO, see chief compliance officer (CCO)Center for Creative Leadership, 173n24 chief compliance officer (CCO), 241n19 coaching leadership, 230-231 coach of competences, 238 code-debt, 118-119, 132n48 code word, 2 collaboration dimension, 27, 113-114, 114, 181 baby boomers, 222 connection ambitions, 126-127, 127 consultant, 115-116 cross-functional necessities, 124-125 dynamics, 116, 116–117

dysfunctional, 119-120 first 30 days, 196 generation X, 223 generation Y, 224 IT debts, 118-119 onboarding period, 194 organisational silos, 121-124, 122 potential challenges, 121 within team, 114-115 team pendulum, 117, 117-118 tribal leadership, 125, 125-126 collaboration guardian, 237-238 collaborative culture, 84n5 comfort zone, 44n6 commanding leadership, 227-228 communication department, 38 communities of practice, 172n3, 172n6, 174n27, 205n12 compensation management, 175n38 competence dimension, 138-139, 140, 141-142, 174n35, 181 baby boomers, 222 career development, 156-158 coach role, 153-154, 154, 174n32 definition of, 55n10 first 30 days, 196-197 formal requirements, 146 generation X, 223 generation Y, 224 IT systems, 151 learning, 146-147, 150 markets, 142-143 mentoring, 152, 152-153, 174n29 new hire, in right way, 148 onboarding period, 195 organisation's jargon, 145 peer learning, 151-152 personal development dialogues, 155-156 playpen, 149-150

positive psychology, 155 processes and systems, 143-144 products, 143 reveal internal development opportunities, 157-158 roles, 144-145, 172n8 talent development, 147-148 zone of proximal development, 148-149, 149 compliance officers, 235, 236 connection track, 51, 218-219; see also thinking/feeling dimension (TF dimension) collaboration see collaboration dimension complete silence, 90-91 networks see network dimension overview of, 89-90 resources for, 91-93 Coordinated Management of Meaning theory, 85n15 critical periods, 189, 189-190 first day, on job, 192-194, 199 first 30 days, 195-196 pre-boarding, 190-191, 199 three-month period (90 days), 197-201, 200, 206n17 cross boarding, 157 culturalisation process, 5n5 culture dimension, 50, 61, 84n5, 181 baby boomers, 222 bummer experience, 70 feel welcome, 68-69 first 30 days, 195-196, 200 fitting experience, 70-71 forming ambitions, 82-83, 83 forms employees, 59-61 future, 65-67 generation X, 223 generation Y, 223 hedging, 86n34 leader must know, 71–72 meaningfulness, 64 meeting director, 69-70 onboarding period, 194 past, 64-65 playing dialogue game, 72-73, 74 present, 67 rules and, 82 sense of purpose, 62, 63

start with why, 62-64 wow effect, 68 Danish companies, 130n27, 169, 210 Danish educational institution, 80, 101 democratic leadership, 229-230 digital onboarding portals, 184-185 Disney's mission, 65 'do as I say' approach, 227 'do what the system says' approach., 227 Drive (Pink), 54n3 dysfunctional collaboration, 119-120 EI dimension, see extrovert/introvert (EI) dimension Ernst & Young, 128n3 evaluative-experiencing preference, 241n15 exclusion phase, 39 extroverted people, 215-216 extrovert/introvert (EI) dimension, 215-216, 217, 241n10 Facebook, 103, 130n28 Fernandez-Araoz, Claudio, 147, 173n19

Fernandez-Araoz, Claudio, 147, 173n1 Finance Department, 3 FIRO-B tool, 128n7 first day, on job, 192–194, **199** first 30 days, on job, 195–196 forming track dimension, 216–218

Gallup's Q12-employer engagement survey, 23n2 gamification, 185-186, 205n3 generation X (1961-1980), 223 generation Y (1981–2000), 55n5, 223-224 Gladwell, Malcolm, 105 Glasl, Friedrich, 132n54 Global Onboarding Index©, 19, 21, 21 global organisations, onboarding in, 244-245 Gmail, 108, 131n35 The golden circle, 85n14 Goleman, Daniel, 225, 241n17 good onboarding, 49-50, 50 autonomy, 52 avoid problematising, 53-54 contradictions in, 53 mastery, 52-53 meaning, 51-52 psychology of, 50-51, 54n4

Google, 108-110, 131n35, 131n36, 131n39 Google Code, 81, 87n46 guardian of collaboration, 237-238 Harvard Business Review (Fernandez-Araoz), 147, 173n19 high performer motivation, 136–137, 137 Honda, 66 honeymoon effect, 19-20, 20 HR management systems, 4n2, 10–12, 173n18, 173n26, 246 IBM, 86n25, 103, 130n31, 206n15 inclusion dimension buddy, 99-101, 100 closest boss, 98-99 contact meetings, 97-98 knowledge-based network, 102-103 new hire knows someone, 96, 96-97 social network, 102-104 team-onboarding, 101 top leaders, 99 trialogues, 102 virtual handshake, 102 incorporation phase, 39 individual-oriented onboarding, 45n11, 206n23 influence dimension, 104–108 information activities, 183 interim new hires, 247, 249n11 IT systems, 103, 118–119, 151, 184 judging/perceiving dimension

(JP-dimension), 220–221, 221

knowledge-based network, 95, 106-107

leadership resources, 210, 224 affiliative, 228–229 coaching, 230–231 commanding, 227–228 democratic, 229–230 pacesetting, 231 styles of, 225, 225–226 visionary, 226–227 Leading: learning from life and my years at Manchester United (Ferguson), 89

LeadingTeamPerformanceChart (LTPC), 132n47 liminal phase, 39 LinkedIn, 103 LTPC, see LeadingTeam PerformanceChart (LTPC) managers onboarding, 243-244 mastery, good onboarding, 52-53 matrix organisations, 98, 130n21 Maturana, Humberto, 166, 176n58 MBTI, see Myers-Briggs type indicator (MBTI) medium-sized carpentry company, 73 Microsoft, 174n29 Moment Professionals, 172n4 motivation, 4, 28, 28-30 accompanied by other feelings, 30 bag boys to engineers, 34 level of doubt, 31-32 nervousness, 31 'not-communicate,' 33-34 organisation's readiness affects, 32, 32-33 and tension, 31 'My Coach Makes Me Reflect', 153-154, 154 Myers-Briggs type indicator (MBTI), 214, 215, 241n7, 241n9 'My Mentor Pushes Me', 152, 152–153 'My Neighbour Helps Me', 151 'My Portal Guides Me', 151

narrative psychology, 206n20 network dimension, 94, 95, 128n6, 181 baby boomers, 222 buddy role, 235-237 collaboration, 93 first 30 days, 196 generation X, 223 generation Y, 223 knowledge-based, 95 onboarding period, 194 organisation, 93 social, 95-96 vertical, 95 work, 95-96 new hire appraisals, 155-156 new hire commitment, 2 Nike, 65-66 Noogle, 109-110

Onboarding Dialogue©, 44n2, 186–187, 187. 205n5 Onboarding Group, 3, 24n14, 25n23, 44n2, 44n4, 186, 204n1, 240n2 Onboarding Index©, 25n23, 44n2, 187, 195, 205n6 onboarding management systems, 151 The onboarding margin, 129n14 Onboarding Model©, 179-181, 180, 204n1 onboarding programmes, 2-3, 5n9, 14 - 15across-company differences, 21 contented new hires, 22 honeymoon effect, 19-20, 20 for managers, 244 pre-boarding phase, 15-16 reduced meeting times, 17 retention of new hires, 22 smart onboarding design, 15 time-to-performance, 17-19, 18 Onboarding Readiness©, 130n27, 211, 240n2 onboarding resources, 209, 209, 231-232 administrative resources, 232-233 best-practice solutions for, 211, 212 extrovert/introvert dimension, 215-216 knowledge, structures and competences, 233, 234 organisation, 210, 224, 240 personal resources, 209, 212-213 personified see personified onboarding resources proactivity, 213-214 public organisation, 207 readiness regarding, 210, 211 supervisor, 208 Onboarding Roadmap©, 188, 188–189 onboarding SWAG, 69 organisational silos, 121–124, 122, 132n54 organisational socialisation, 10, 23n1, 23n3 orientation programmes, 9 output activities, 184 pacesetting leadership, 231 packaging design, 201-202, 202

peer learning, 151-152 performance culture, 84n5 performance dimension, 181 baby boomers, 222 first 30 days, 197 generation X, 223 generation Y, 224 onboarding period, 195 performance experience, 138–139, 176n62 change at cellular level, 166, 166-167 clear about expectations, 168-169 connecting dots, 167-168, 168 emotions, 161-164 feedback on, 169-170, 176n63 management, 169 ramp-up period, 170 self-efficacy, 158-161, 159, 175n46 personal development dialogues (PDD), 155-156 personal resources, 209, 212-213 personified onboarding resources coach of competences, 238 compliance officers, 235, 236 'grand old man/woman,' 234-235 guardian of collaboration, 237-238 mentor of performance, 238-239 network's buddy, 235-237 Pink, Daniel H., 51–54, 54n3, 61, 75, 79,90 positive psychology, 174n34 power, 77 pre-boarding phase, 4n3, 15-16, 190-191.199 Psychological Types (Jung), 241 psychology, of good onboarding, 50-51, 54n4 public organisation, 207 ramp-up period, 170 recruitment, 1, 12 retaining new hires, 13, 13-14 rhythms, of support activities, 188 rules dimension, 50, 61, 73, 78-79, 181 baby boomers, 222 comply with, 80-82 and culture, 82 demotivate, 75, 75-76

exercise power, 76-77

forming ambitions, 82-83, 83

first 30 days, 196

packaging design, 201–202, 202 PDD, *see* personal development dialogues (PDD)

generation X, 223 generation Y, 223 motivation, 77-78 onboarding period, 194 provide pride and value, 80 'watch my back,' 79-80 scenario-based training, 87n47 self-determination theory (SDT), 55n8, 55n10 sensing/intuition dimension (SN-dimension), 216-218, 218, 241n11 Sinek, Simon, 62, 85n14, 173n14 Sioux Indians, 41 SN-dimension, see sensing/intuition dimension (SN-dimension) social network, 95-96, 102-104, 106 SOP, see standard operating procedure (SOP) Sørensen, Kathrine Solgaard, 86n34 The stadium parable, 129n13 stakeholder maps, 105 standard/individually designed onboarding, 203 standard operating procedure (SOP), 86n35 start-up companies, onboarding in, 246-247 Start with why (Sinek), 62 StrengthsFinder, 110-111, 131n41 Strøbæk, Pernille S., 112, 131n42 succession management, 175n38 support activities, 183 talent management technology, 175n38 teaching activities, 183 telemarketing company, 149-150 Texas Instruments, 24n18 thinking/feeling dimension (TF dimension), 218-220, 219,

241n13 three-month period (90 days), 197–201, 200, 206n17 time-to-performance, 17–19, *18*, 24n17, 25n20 TNS Gallup, 97, 109, 129n15, 131n38 transitional process, 28, 38–44, 39 trialogues, 102, 130n26 tribal leadership, 133n59 *Tribal Leadership* (Logan, King and Fischer-Wright), 126

Trivial business, 85n19

unfolding track, 51, 220–221; see also judging/perceiving dimension (JP-dimension) ambitions of, 171, 171–172 competences see competence dimension development, 136–138, 137 expectations, 139–140 overview of, 135–136 performance see performance experience

value of new hire, 28, 34–35, 35 check-list mentality, 36–37 demonstrate their capabilities, 37–38 focus on organisation, 35–36 van Gennep, Arnold, 45n14 vertical network, 95, 96 virtual organisations, onboarding in, 245–246 visionary leadership, 226–227

welcome activities, 182 Wipro, 45n11 Workforce Mobility Survey (2013), 5n13 workforce planning, 175n38 work network, 95–96

Zappos, 22, 25n25, 71, 86n32 zone of proximal development, 148–149, 149, 173n21