

The Key to a Great Culture: Effective Communication Throughout the Employee Lifecycle



Daria Friedman
*Principal Analyst,
Talent Acquisition
Brandon Hall Group*



Colleen Blake
*VP of Solutions
GuideSpark*

How to Ask Questions



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- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Agenda



Candidate Experience: Challenges and Solutions



Onboarding: Challenges and Solutions



Performance Management: Challenges and Solutions



Summary: Challenges and Impact



Key Takeaways: Best Practices

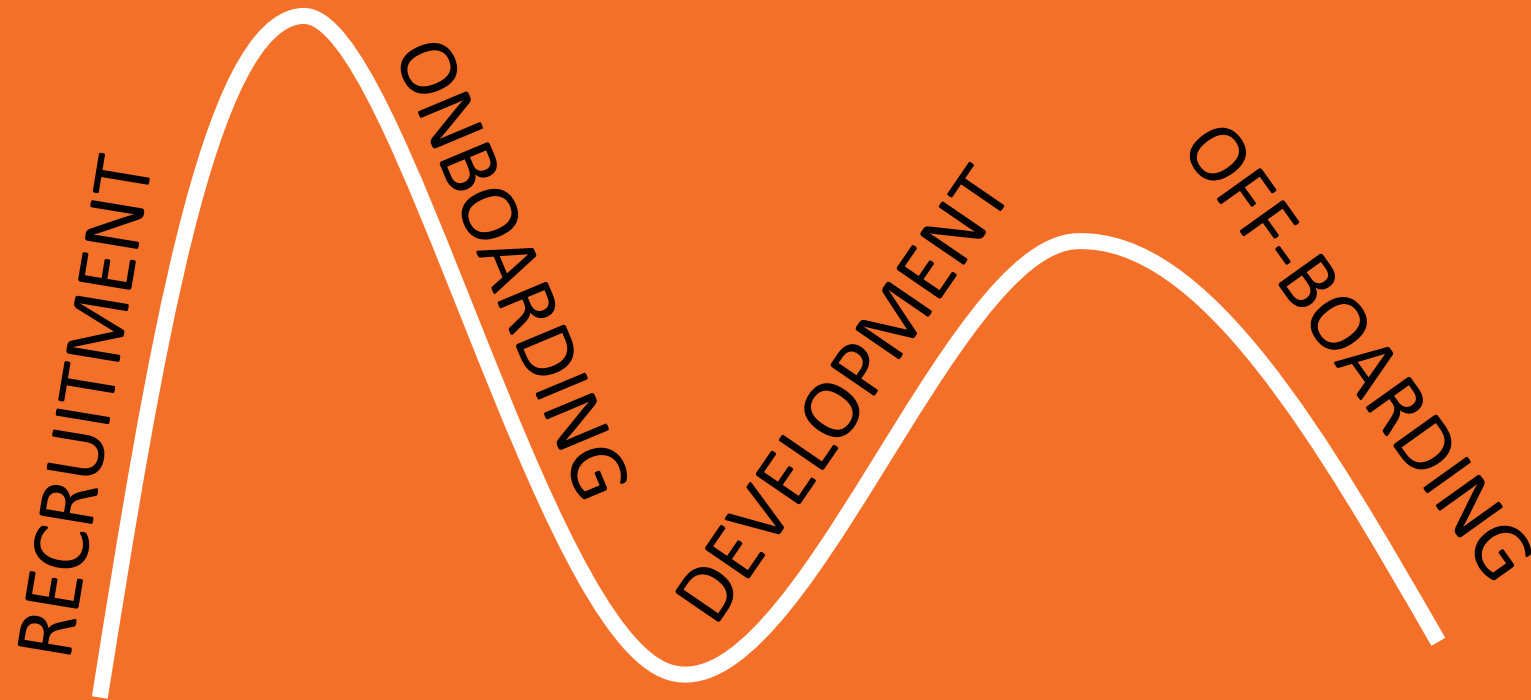


Q & A

Research Studies Quoted Throughout Webinar

- Brandon Hall Group 2018 Improve Hiring Through Candidate Care, EVP, and Automation;
347 responses.
- Brandon Hall Group 2018 Impact of Strategic Onboarding Survey;
581 responses.
- Brandon Hall Group 2017 Evolution of Strategic Onboarding Survey;
353 responses.
- Brandon Hall Group 2016 Onboarding Satisfaction and Effectiveness Survey;
359 responses.
- Brandon Hall Group 2018 Performance Management Survey;
363 responses.
- Brandon Hall Group 2018 Career Development Survey;
330 responses.

The Employment Journey

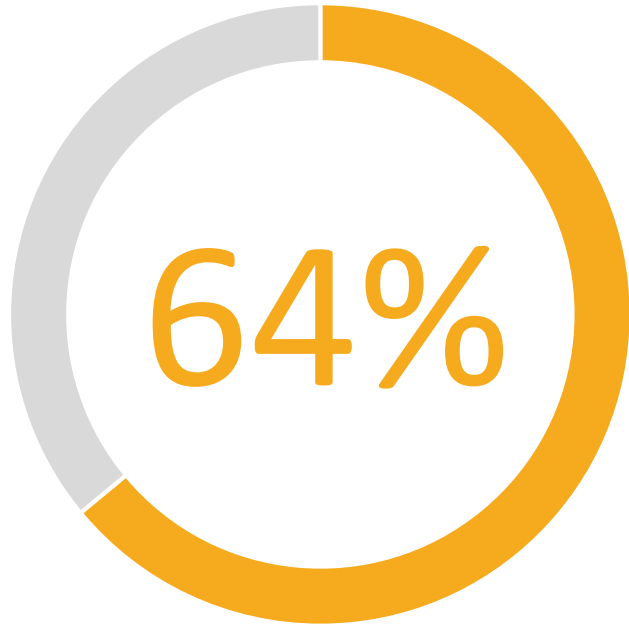


POLL: In which areas of the employment journey does your organization need to communicate better? Select all that apply

1. Recruitment
2. Onboarding
3. Development
4. Off-boarding

CANDIDATE EXPERIENCE: CHALLENGES AND SOLUTIONS

Missed Connections Start with Candidates



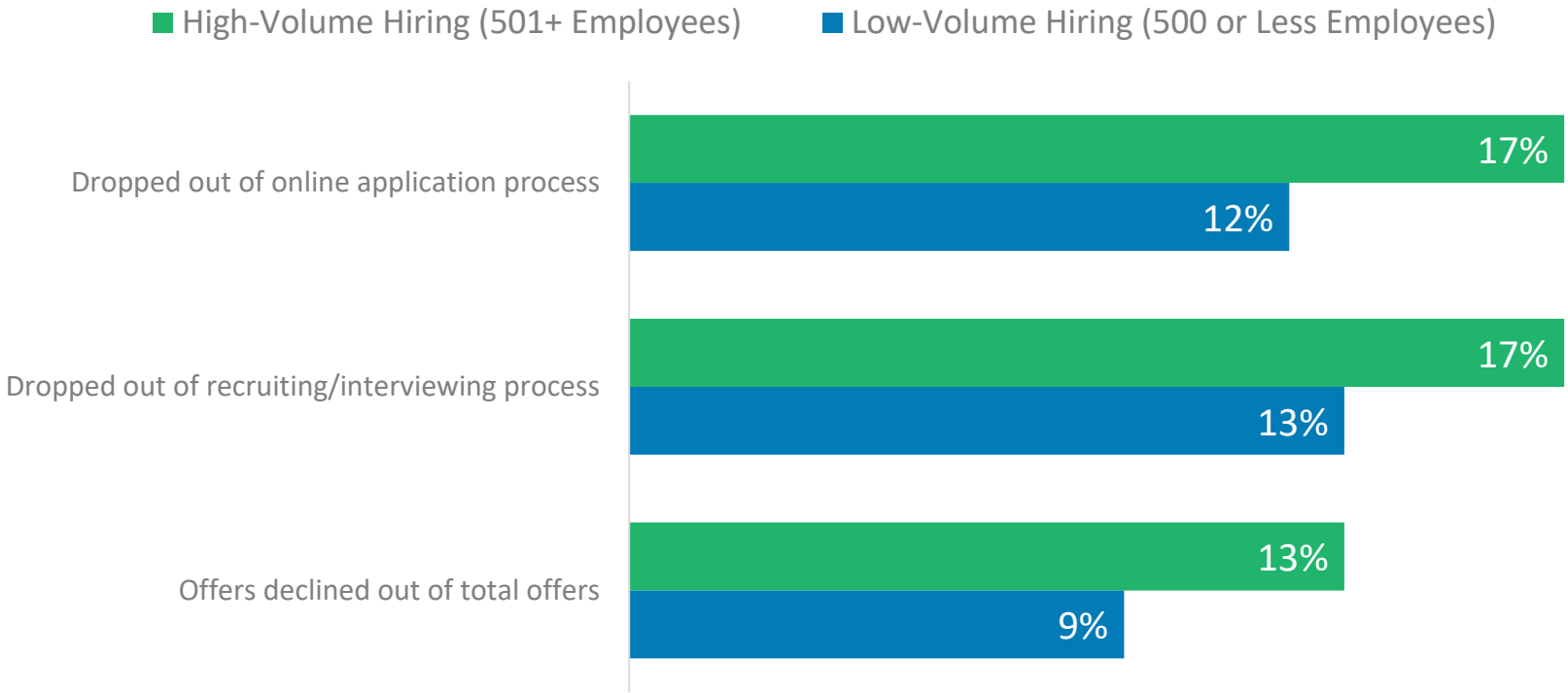
of organizations
have challenges with
candidate communications

- Setting hiring expectations
- Nurturing campaigns for candidates
- The interviewing experience

Sources: Brandon Hall Group 2018 Candidate Experience Survey

The Impact: Significant Candidate Drop-Off Rates

AVERAGE PERCENT OF CANDIDATES LOST IN PAST YEAR



Sources: Brandon Hall Group 2018 Candidate Experience Survey

Candidate Communications Best Practices, Set Stage to all Communications

- **Permission-based**
- **Relevant**
- Provide clarity
- Compelling
- Authentic
- Likely to be read and acted upon
- **Should be two-way**
- Can be tracked to hiring process, effectiveness
- **Timely**



ONBOARDING: CHALLENGES AND SOLUTIONS

Pre-Boarding is All About Connections, But the Minority Conduct these Activities

Pre-boarding starts when the new hire signs the offer letter and ends before the first day of employment.

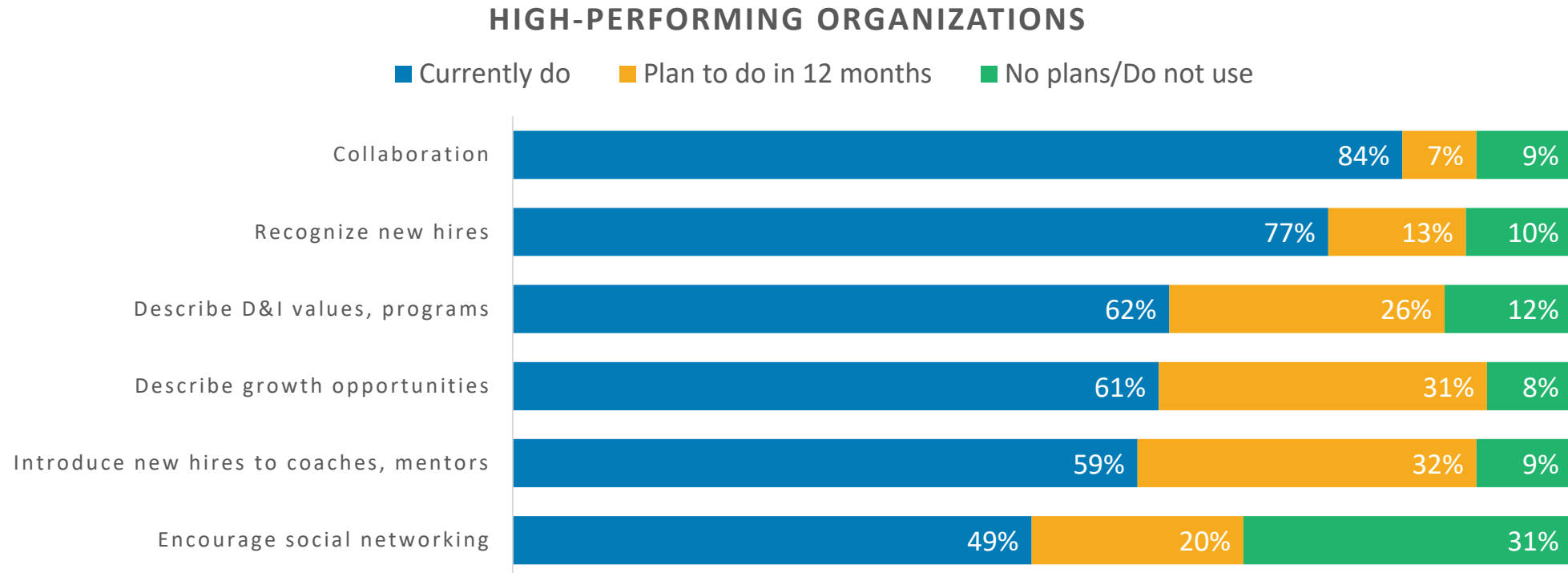
	High-Performing Organizations	Non-High Organizations
Assimilation	43%	33%
Orientation on policies, values, mission	41%	33%
Training	22%	20%
Orientation on diversity values, programs	20%	17%
Mentoring, coaching	17%	9%
Social networking	13%	10%

High-performing organizations have seen over the past year improvements made in most of their key performance indicators, such as revenue, customer satisfaction, and employee engagement.

Sources: Brandon Hall Group 2016 Onboarding Survey

Communicating During Onboarding

Best practices of high performing organizations



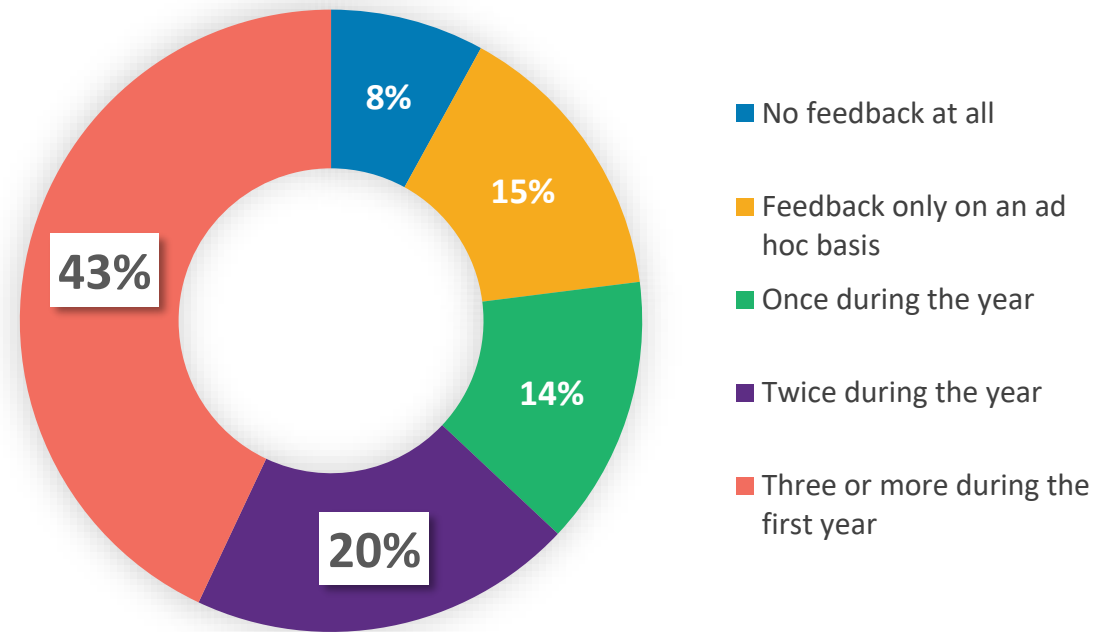
High-performing organizations have seen over the past year improvements made in most of their key performance indicators, such as revenue, customer satisfaction, and employee engagement.

Sources: Brandon Hall Group 2016 Onboarding Survey

High-Performing Organizations Get New Hire Feedback Frequently

Nearly two-thirds (63%)

of high-performing organizations gather feedback 2 or more times during the first year.



Sources: Brandon Hall Group 2018 Impact of Strategic Onboarding

POLL: What prevents you from getting frequent new hire feedback during the first year of employment? (Select one)

1. Do not have resources (survey software, staff, etc.)
2. No clear ownership of the process
3. Do not have many new hires
4. Culture of organization
5. Nothing – We get frequent new hire feedback

PERFORMANCE MANAGEMENT: CHALLENGES AND SOLUTIONS

Performance Management and Feedback

- Overall the majority of organizations (88% high-performance vs. 80% non-high performing) plan to change their approach to performance management. Their primary reason for doing so is that employees need more feedback by managers (**67% high-performance, 70% non-high performing**).
- A greater percentage of high-performance organizations than other organizations elicit feedback from employees on their performance management process.
- A greater percentage of high-performance organizations than other organizations report that their managers are effective or very effective at discussing specific growth opportunities with employees.



Sources: Brandon Hall Group 2018 Performance Management Survey.

Frequency of Performance Discussions

High-performance hold performance discussions on a more frequent basis than do non-high performing organizations.

	High-Performance	Non-High Performance
Annually	33%	47%
Quarterly	35%	22%
Monthly	14%	10%
Weekly, daily	5%	4%
As frequently as needed	13%	12%
Less than once a year	0%	5%

Sources: Brandon Hall Group 2018 Performance Management Survey.

Lack of Communication Impacts Career Development

- Only a minority of employees (**30%**), on average, say they have clear advancement paths which have been well-communicated.
- About **one-fifth** of employees identified lack of advancement opportunities as major reason for leaving (**18% in high performance orgs** vs. **21% in non-high performing orgs**).
- High-performance organizations are more likely than other organizations to provide informal career coaching (**71% high performance** vs. **64% non-high performing**).
- On average, the employee voluntary turnover rate for **high-performance organizations is 15%** and for **non-high performing organizations it is 21%**.

Sources: Brandon Hall Group 2018 Career Development Survey.



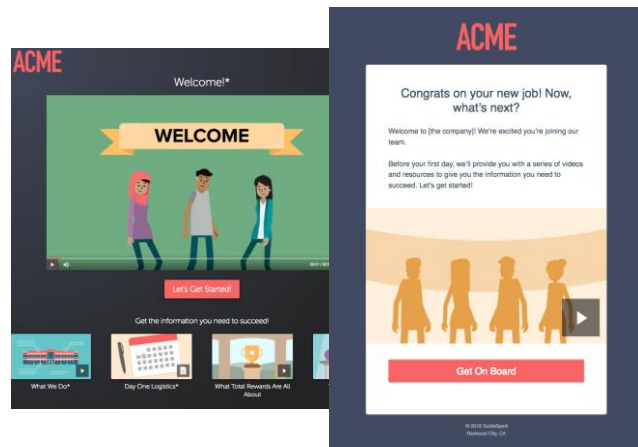


Summary: Challenges and Impact

- It is critical to communicate effectively and frequently with talent throughout the talent lifecycle, but organizations are missing these connection points:
 - Communicating effectively with candidates
 - Getting feedback from candidates
 - Setting hiring process expectations
 - Conducting assimilation activities/discussions during pre-boarding and onboarding
 - Getting feedback from new hires throughout their first year
 - Explaining growth and advancement opportunities to candidates, new hires and employees
 - Providing performance feedback to employees in a meaningful and frequent manner.
- The costs for ineffective communication are: candidate drop-offs, new hire and employee attrition, and engagement levels.

Key Takeaways: Best Practices

Pre-Hire



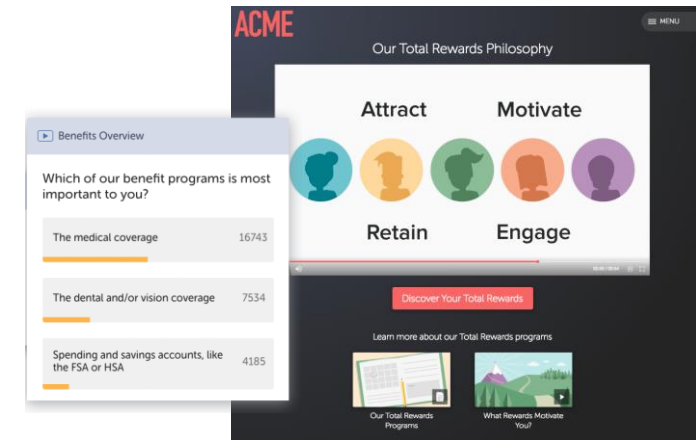
- Pre-hire communication requires ongoing, multi-channel communication.

Onboarding



- Don't forget your hiring managers; they are a critical audience to nurture along this journey.
- Talent transformation begins at onboarding.

Ongoing



- Collect employee feedback continuously.
- Communication is a process not a one time event:
Reach > Engage > Measure > Iterate

Questions?

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The illustration shows four stylized human figures (two men and two women) standing around a flipchart. The flipchart lists four services, each with a corresponding icon: a lightbulb for MEMBERSHIP, puzzle pieces for STRATEGIC CONSULTING, a trophy for EXCELLENCE AWARDS, and a head with gears for PROFESSIONAL DEVELOPMENT.

-  **MEMBERSHIP**
-  **STRATEGIC CONSULTING**
-  **EXCELLENCE AWARDS**
-  **PROFESSIONAL DEVELOPMENT**

We Do This Through...

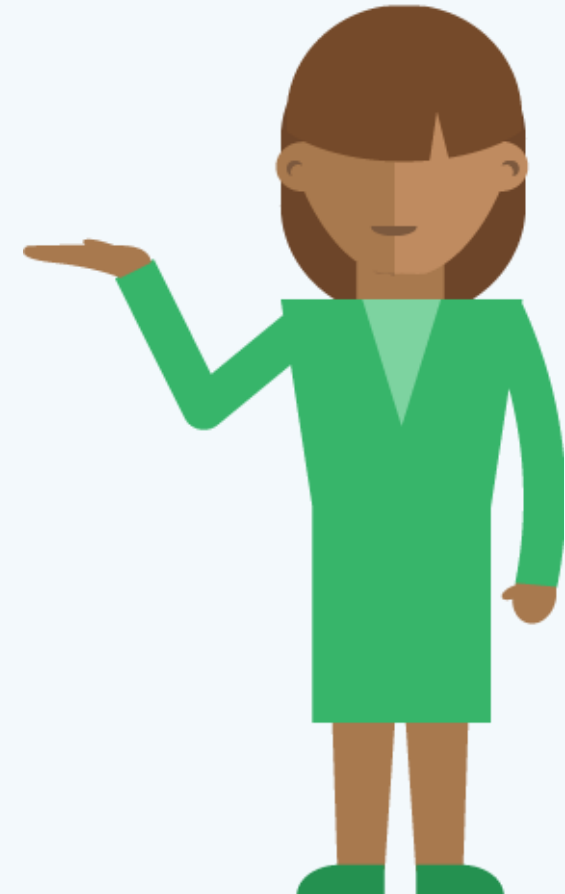
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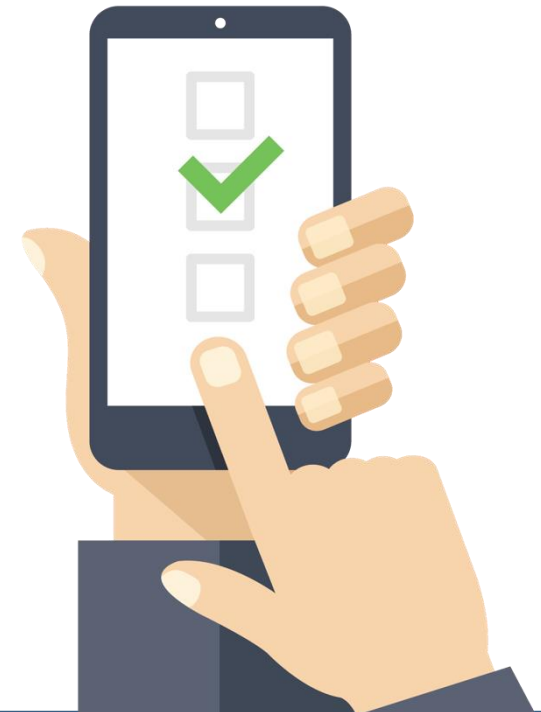


Open Surveys

- 2018 Learning and Development Benchmarking
- 2018 Impact of Leadership Development Survey
- 2019 HCM Outlook Survey

Visit www.brandonhall.com click **Open Surveys**

If you would like to join a panel of survey takers, please contact us at success@brandonhall.com



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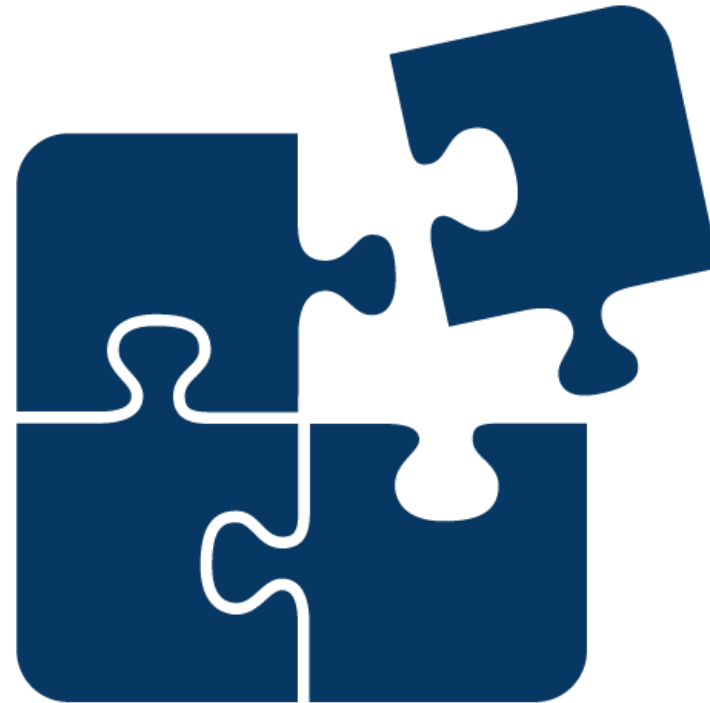
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3

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- Katrina Williams, Director, Sales Capability
CDW

https://youtu.be/OgdA_tpM55U

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- Joanne Veech, Global Talent Leader
PwC

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