

A newsletter for our clients and colleagues about the latest discussions in onboarding, leadership coaching and team dynamics



What Connect the Dots Consulting Offers:

Onboarding Solutions

Leadership Coaching

Team Dynamics Solutions

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6 Phrases for Onboarding Generation-Y

Communicating with a 25-year-old employee is inherently different than communicating with a 55-year-old, and it's not easy to gauge if yours is the right approach to communicate with the younger crowd. The newest age group on the job hunt, Generation-Y or the Millennials, were born between the mid-1970s and mid-90s and are praised for their technology skills and multicultural awareness and berated for needing instant gratification and being high maintenance. Here are six phrases to use when onboarding Millennials to your organization.

1. It's great to have you as part of our team! Use a simple greeting that emphasizes a team-environment.

2. We really appreciate your energy and enthusiasm. Let he or she know that you appreciate young, lively talent.

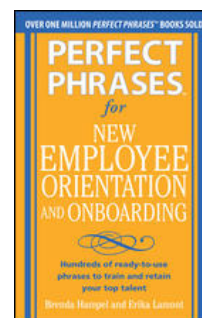
3. We have clear policies about travel, expenses, temporary housing, compensation and benefits, attendance, etc. I can help direct you to the information. Do you have specific questions? This is likely their first corporate job after college—give clear, concise information about everything.

4. What's your cell number? Here is mine _____ if you need anything. Being easily accessible, especially via cell phone, is important.

5. Promotions will come as you develop and when they are appropriate. We can always have a conversation about what you want to accomplish next. This generation is used to rewards, but they need to know they won't come instantly.

6. Communication in our organization is mostly _____ (face-to-face, e-mail, voicemail). This seemingly simple piece of information is important for Millennials to know. Coming right out of college, they are probably used to a lot of e-mail communication.

To learn more phrases to communicate with Gen-Y and other generations, and hundreds of other phrases to use during every step of new employee onboarding, check out *Perfect Phrases for New Employee Orientation and Onboarding* by Brenda Hampel and Erika Lamont, available on Amazon. •••



Hampel and Lamont's second book, published by McGraw-Hill July 2011. Available on Amazon.



“The managers who were more likely to use a redundant method to communicate were those without power, who still felt they needed their employees to buy-in to their authority.”

-Study reported by the Harvard Business Review

Redundancy is a Good Thing When...

Repeating yourself once, twice or more is a good thing when you're a manager, according to the May issue of the *Harvard Business Review*.

Managers who repeat a message to employees using multiple media see better results than managers who relay a message only once, or send a message more than once but use the same mode of communication both times.

For example, a manager who tells an employee to do something during a face-to-face conversation and then repeats the same message via email is likely to see better results than a manager who simply makes the request face-to-face.

The first request is best in an instant

form of communication: face-to-face, a phone call or an instant message. The second message is best as a delayed communication: an email, a text message or voicemail.

The managers who were more likely to use a redundant method to communicate messages were those without power, who still felt they needed employees to buy-in to their authority. Managers who already had power were more likely to communicate a message once because they saw their authority as a given and redundancy as unnecessary.

The study goes to show that authority is not a substitute for the staying power of a message. To get a point across, repeat, repeat, repeat using multiple modes of communication. ...

Google's Good Manager Equation



Now Hiring: Google hired 2,450 new employees between the first and second quarters of 2011. The technology giant's total full-time workforce now stands at 28,768 employees.

-The Wall Street Journal

Google is continually researching innovative ways to improve and expand their products and business. Something they've been researching that won't yield better results for your latest Internet search or solve any of your technology woes is a project they have been working on for their own in-house use. It's code-named Project Oxygen, and its goal is to create better managers.

According to a *New York Times* article, Google analyzed performance reviews, feedback surveys and nominations for top-manager awards to pick up phrases, words, praise and complaints that correlated with effective managers at Google.

And the results? They were pretty obvious: “has a clear vision,” “is results-oriented,” but what Google found interesting was that “technical

expertise,” what so many of it's computer-coding managers possessed, ranked last in the eight traits they had identified.

Employees valued managers who helped them to work through problems without reciting the answer and were interested in their careers and personal lives. They found that managers, especially engineering managers, didn't need to be more technically astute than their employees, instead, they needed to be accessible and personable.

Google's Project Oxygen exemplifies the trend of Human Resources becoming more data-driven rather than run on gut instincts. However, no amount of data or technology can change the longstanding idea that successful managers are those who value relationships with their employees. ...

Numbers In the News

Part-Time Employees Need to be Onboarded, Too

58.2 The percentage of American adults at work

1982 The last time only 58.2% of American adults were working

10.1 In millions, the amount the U.S. labor force has grown in 10 years

58 The percentage of employers who expect to have more part-time, temporary or contract workers in the next 5 years

20 The percentage of the average workforce that an Aberdeen study found is contingent or contract labor in 2010, up 3% from 2009

16 The percentage of greater success rate in achieving goals when companies onboard their contract/contingent labor force, according to the same Aberdeen study

The statistics show that while less Americans are working, the ones who are being hired are working as part-time,

temporary, contract or contingent employees. Though possibly temporary, these employees should be onboarded and oriented to companies and organizations the same as their full-time counterparts.

“To reap the full benefits of its contingent workforce, bringing them into the fabric of the organization and making their presence seamless is a critical part of onboarding,” Concludes a 2010 Aberdeen Group study about contingent labor. •••



A 2010 Aberdeen Group study supports formal onboarding processes for all employees, whether contingent labor or full-time.

Executive Coaching Yields 7 times ROI, Study Shows

The mean ROI for companies investing in coaching was seven times the initial investment, according to a recent global survey reported by *Forbes*. And, for more than 25 percent of respondents, the ROI was 10-49 times the investment.

Coaching, at one time thought as a service reserved for poor performers, is now focused on developing high potential leaders.

Mark Roudebush, CEO of Inspiring Workplace, sums up the reason why companies investing in coaching are seeing such exponential ROIs, “When [leaders] are able to walk their talk, people listen and are likely to follow suit, improving the levels of enthusiasm, trust, and team effectiveness throughout a team or organization.”

The current popularity of executive coaching is reflected in the emphasis MBA programs are placing on the service. Many respected MBA programs have taken an interest in

executive coaching and are implementing it into their curriculum to prepare future leaders.

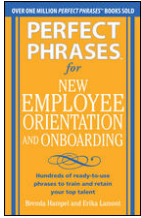
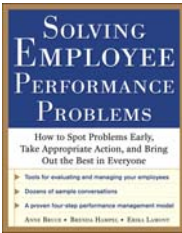
The Wharton MBA Program at the University of Pennsylvania is providing students with an executive coaching experience that has five elements: self-assessment, a group dynamics workshop, coaching/feedback, mentoring and communications coaching. Every year, 90 students receive coaching.

Other MBA programs including the ESMT school in Germany, the Harvard Business School, and the Executive MBA Program at the Wisconsin School of Business have implemented similar coaching services.

Quantifying the exact impact of coaching is impossible, but with a mean ROI of 7 times the investment and attention from the best business schools worldwide, it’s clear that many top organizations are seeing positive results from one-on-one coaching. •••

“A recent global survey reported by Forbes showed that the mean ROI for companies investing in coaching was seven times the initial investment.”

New Books Available on Amazon



Brenda Hampel and Erika Lamont released two new books in Summer 2011. Buy them on Amazon.com.



FREE PODCAST!

Listen to Connect the Dots consultant Erika Lamont's input about leadership onboarding on *HRIQ's* July blogger roundtable podcast:

[Episode II: Achieving Sustainable Excellence Through Leadership Onboarding](#)

Connect the Dots consultants Brenda Hampel and Erika Lamont released two books this summer, *Solving Employee Performance Problems: How to Spot Problems Early, Take Appropriate Action, and Bring Out the Best in Everyone* and *Perfect Phrases for New Employee Orientation and Onboarding*.

Solving Employee Performance Problems is a guide for organizations to find solutions to employee performance issues and to get the most ROI out of all of their employees. By using a proven four-step model, HR managers and other professionals can get to the heart of performance issues.

Perfect Phrases for New Employee Orientation and Onboarding contains hundreds of phrases to use when transitioning a new employee into his or her role. The book contains phrases to use during the pre-start period through month four of employment.

Here's what folks on Amazon.com are saying about the books:

Praise for *Solving Employee Performance Problems*

"Wow! This is a definite "must read" for any business leader or Human Resource professional. Thank you for breaking the process down to easy steps that anyone can do!" *-Kathy*

"This is a must have for any management or HR library." *-Jim, New York*

"A must for every leadership library, including every HR professional in big corporations, and for small business owners who have employees." *-Marlene*

Praise for *Perfect Phrases for New Employee Orientation and Onboarding*

"I am recommending to all the managers and leaders that I work with that they actually carry this book with them if they want to get their new hires up and running and off to a great start!" *-Anne*

"This book would have been a great resource when I was working in a management position. Orientation can be frustrating for both the new employee and the managers." *-Maj*

EXCLUSIVE OFFER for Connect the Dots Newsletter subscribers: A free copy of our latest white paper—[Onboarding Senior Leaders: A Different RoadMap](#).



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We're on the Web!
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www.connectthedotsconsulting.com

Connect the Dots specializes in onboarding, leadership coaching and team dynamics solutions. Our clients include Sara Lee, Audi/Volkswagen of America, TJX Companies and The Ohio State University.

We connect our proven models and approach directly to your business. We make sure that your solutions are timely, relevant, and can be applied immediately by your leaders and teams.

Our coaching and feedback processes give your leaders and teams real-life situations to work through. We apply your

organization's needs to our approach, which takes the guesswork out of how to translate new ideas and behavior changes in a real world setting.

Theories and methods are great, but only if your people can use them successfully in their everyday business challenges. Connecting your organization's leaders and their teams to measurable objectives is our purpose and passion.

Send us an email or give us a call to find out what we can do for your organization.



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