

New Hire Project Manager

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Finding, Motivating and Retaining Talent

Of the actions business owners must take, are these ongoing tasks among the most important?



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Attributes of a Successful Project Manager (PM)

1. Successful at facing client
2. Technically proficient
3. Estimating competency
4. Efficient manager
5. Solid leader
6. Organized
7. Attentive to details
8. Promoter of company
9. Generator of new work
10. Budget compliant
11. Runs substantial revenue
12. Fits company culture
13. Is profitable
14. Stays



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Onboarding As A Critical Function

If finding, motivating and keeping quality Project Managers (PMs) is essential to your organization; then successful onboarding is a critical function



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The New PM Starts Today

- “Is that today?”
- “Where is she sitting?”
- “Did we get him a phone?”
- “Did anyone tell IT”
- “We need to order him shirts”



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Hiring Apprehensions

1. Do not hire often
2. Reluctant to grow overhead
3. Fear of someone new
4. Trusting someone new
5. Competing with someone new
6. Fear of exposing weaknesses
7. Fear of impact to work environment. Will new person fit in with the culture?
8. Resentful of work associated with new hire
9. Fear of growth
10. Fear of change



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Typical New Hire Evolution

1. Identify need to hire
2. Define requirements
3. Advertise position
4. Collect resumes
5. Screen (vet) candidates
6. Select interview group
7. Interview candidate group
8. Vet and reduce group
9. Second round interviews
10. Select desired candidate
11. Offer position
12. Position accepted

- 13. Prepare to onboard new hire**
- 14. Onboard new hire**



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Targeted New Hire Evolution

1. Recognize “Strong Player” in market
2. Inquire as to potential interest
3. Set meeting
4. Discuss the opportunity
5. Sell the opportunity
6. Determine level of interest
7. If interest is real, offer position
8. Position accepted

- 9. Prepare to onboard new hire**
- 8. Onboard new hire**

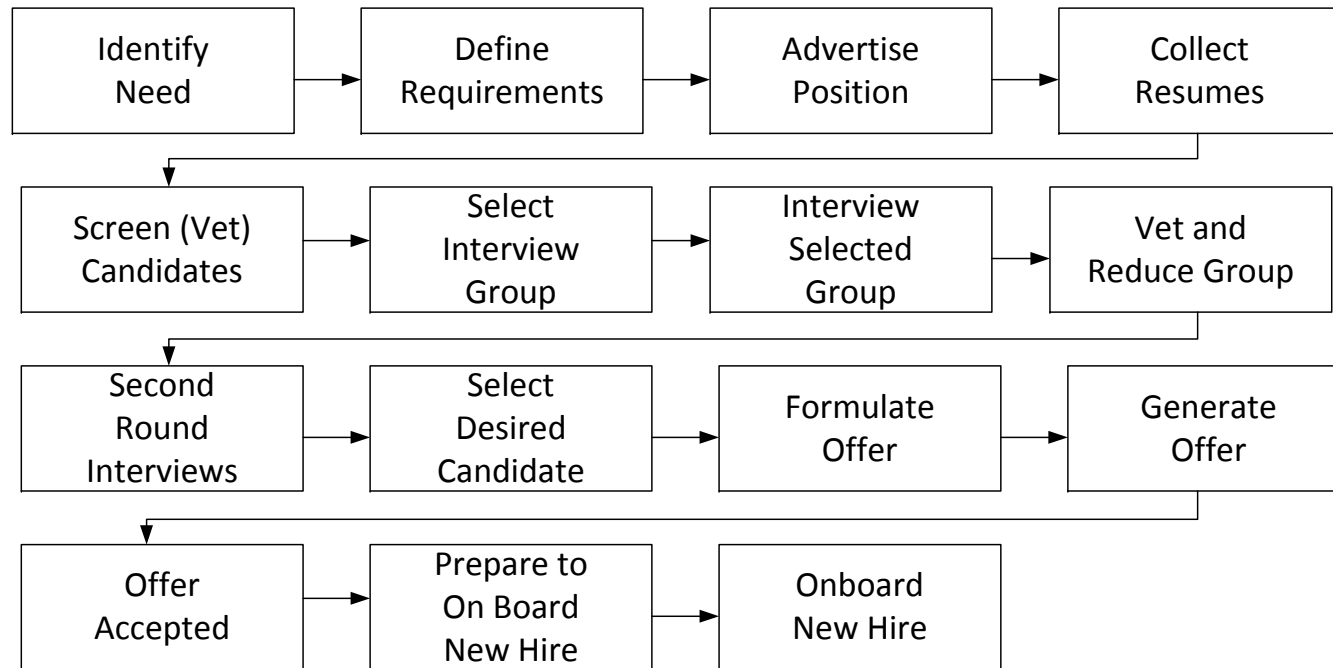


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Typical New Hire Task Flow



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Onboarding as a Separate Project

- Onboarding is both a continuation of the hiring process and a separate project with specific tasks

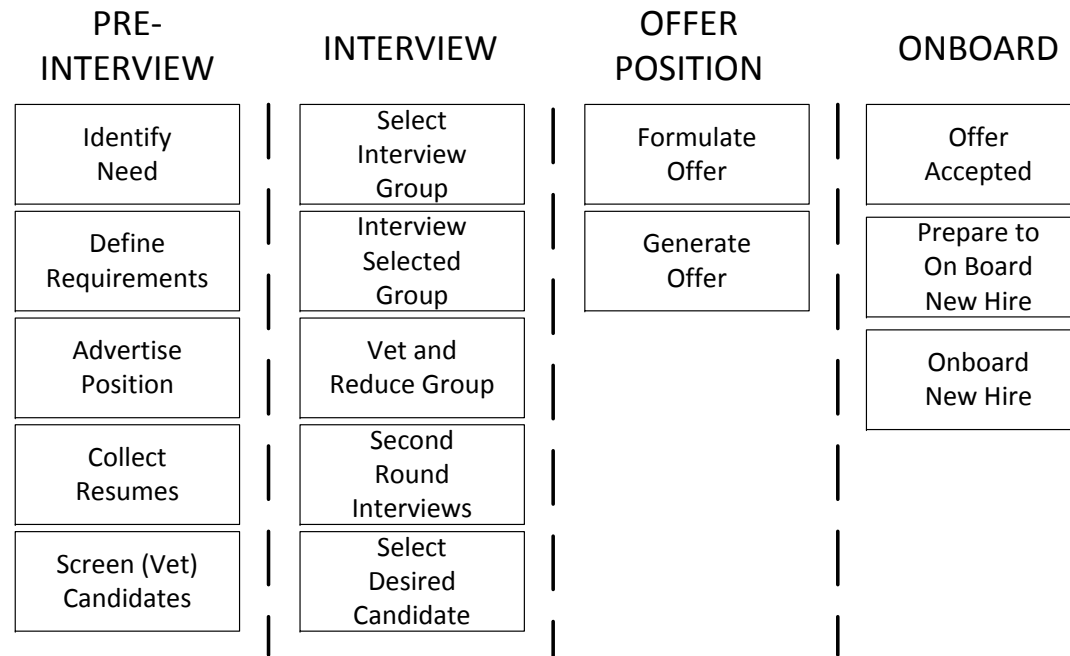


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Hiring Task Boundaries



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What Is The Onboarding Plan

- Priority of Activities
What does he or she need to learn first?
- Schedule of Activities
In what order should information be presented?
- Monitoring of Onboarding Process
How do you know the onboarding is effective?



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General Onboarding Goals

- Solidification of good decision
- Continuation of enthusiasm
- General satisfaction
- Sense of fit
- Efficient path to productivity



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General Onboarding Goals (cont.)

- We are excited you are here
- We know what we want you to do
- We are ready for you to be here
- We are taking actions to help you succeed
- We want you to succeed



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Assignment of Onboarding Tasks

Which people within the organization have the responsibility of onboarding the new hire.



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Assignment of Onboarding Tasks

- Order office / workstation fit out
- Contact IT (PC, login, phone)
- Schedule HR initial meeting
- Schedule introductions
- Schedule initial training



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Onboarding Tangible Tasks

1. HR paperwork
2. Orientation to workspace
3. Staff introductions
4. Technology requirements
5. Business cards
6. Shirts
7. Vehicle
8. Work orientation
 - Job start paperwork
 - Proposal formats
 - Estimating formats
 - Change order formats
 - Software templates



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Onboarding Cultural Tasks

Strategies, processes and positive dynamics that work within the organization need to be conveyed by the organization and assimilated by the new hire.



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Onboarding Cultural Tasks

1. How we view the market
2. How do we go to market
3. How do we communicate
4. How do we prioritize
5. How do we estimate
6. How do we propose work
7. How do we collaborate
8. How do we manage labor



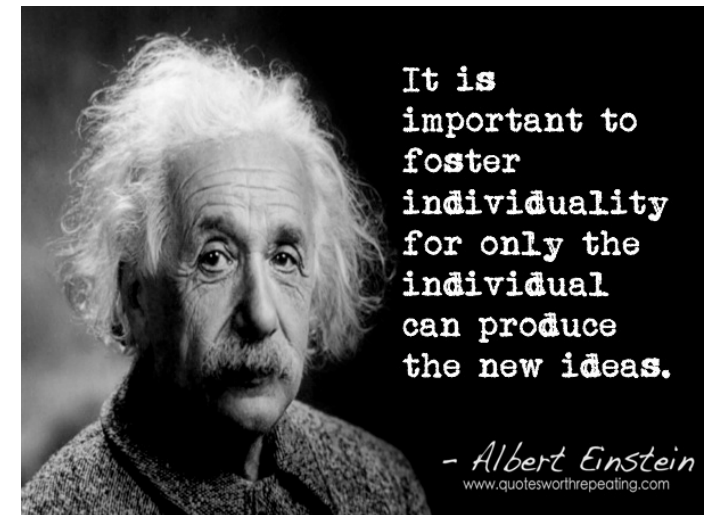
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Individuality within Cultural Framework

- Brings new skill sets to the group
- Improves knowledge base
- Creates environment that encourages new ideas
- Best of both: order and creativity



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Individuality Within No Cultural Framework

- Creates confusion
- Promotes loss of consistency
- Promotes anarchy
- Makes tracking performance far more difficult



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Onboarding Evaluation Tasks

1. Who will supervise new hire
2. Who will coach new hire
3. How will you measure new hire success
4. How will you set goals for new hire



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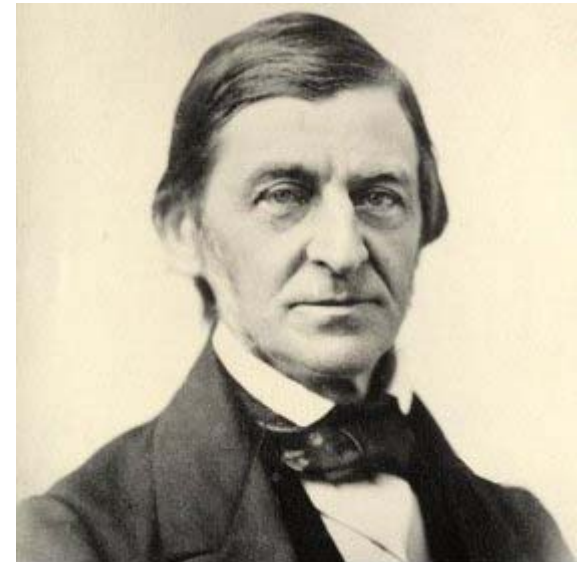
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Poor Onboarding

“What you do speaks so loud that I cannot hear what you say.”

Ralph Waldo Emerson



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Poor Onboarding

CLICHÉS

“You are on your own”

“Throw the bird from the cliff”

“Sink or swim”

“Throw him to the wolves”

“Hit the ground running”



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Evaporation of Credibility

What You Said

- “We promote a team atmosphere”
- “We are excited to have you here”
- “We are proactive”

What Happened

- Office Not Ready
- No Login
- Surprise to HR
- Awkward First Day



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Inconsistency of Message

The first coworker the new hire meets completely contradicts the messages presented during orientation



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Effective Failure Plan

1. Provide very little orientation to new PM. “You are on your own”
2. PM attends to assignments as he or she deems necessary
3. Management finds fault with PMs strategies
4. PM resents management intrusion
5. Tension develops



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The Bad Onboarding Epiphanies

“They are not ready for me”

“This is not what I was sold”

“They forgot they hired me”

“I should not have left my
other job”

“I should see if I can go back”



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Successful New Hire

New Employee's Perspective

- Presented environment aligns with real environment
- Presented commitment aligns with real commitment
- Presented opportunity aligns with real opportunity
- Ongoing confirmation of correct decision
- Satisfaction with decision to accept position
- Objectively a good fit



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Successful New Hire

Employer Perspective

- Correct skill set apparent
- Correct experience apparent
- Cultural alignment (A good fit)
- Objective success (revenue, profitability, client perspective, etc.)
- New, beneficial attributes that strengthen team



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Conclusions

- Project managers play a critical role
- Finding and maintaining talent is a fundamental component of success
- Effective onboarding is a process, separate from hiring
- Individuality within an organizational framework is effective
- Individuality within no organizational framework is detrimental (Don't cut them lose)



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Conclusions (cont.)

- What you say to new hires must align with what you do
- Effective onboarding yields significant benefits
- Poor onboarding is detrimental to both employee relations and larger organizational goals
- Effective onboarding costs less than poor onboarding



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