

Utilizing the tools in your toolbox for onboarding and retention

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Onboarding & retention are extensions of what you already do

- What needs to be done? What do we need to know to deliver this?
 - What does a person need to know to deliver on this team? What does “deliver” mean?
 - What does this person need to deliver the career they want?
- There's never enough time. Scope. Delegate. Iterate.
- You primarily have yourself and your team to do the work.

**You
are your
toolbox**

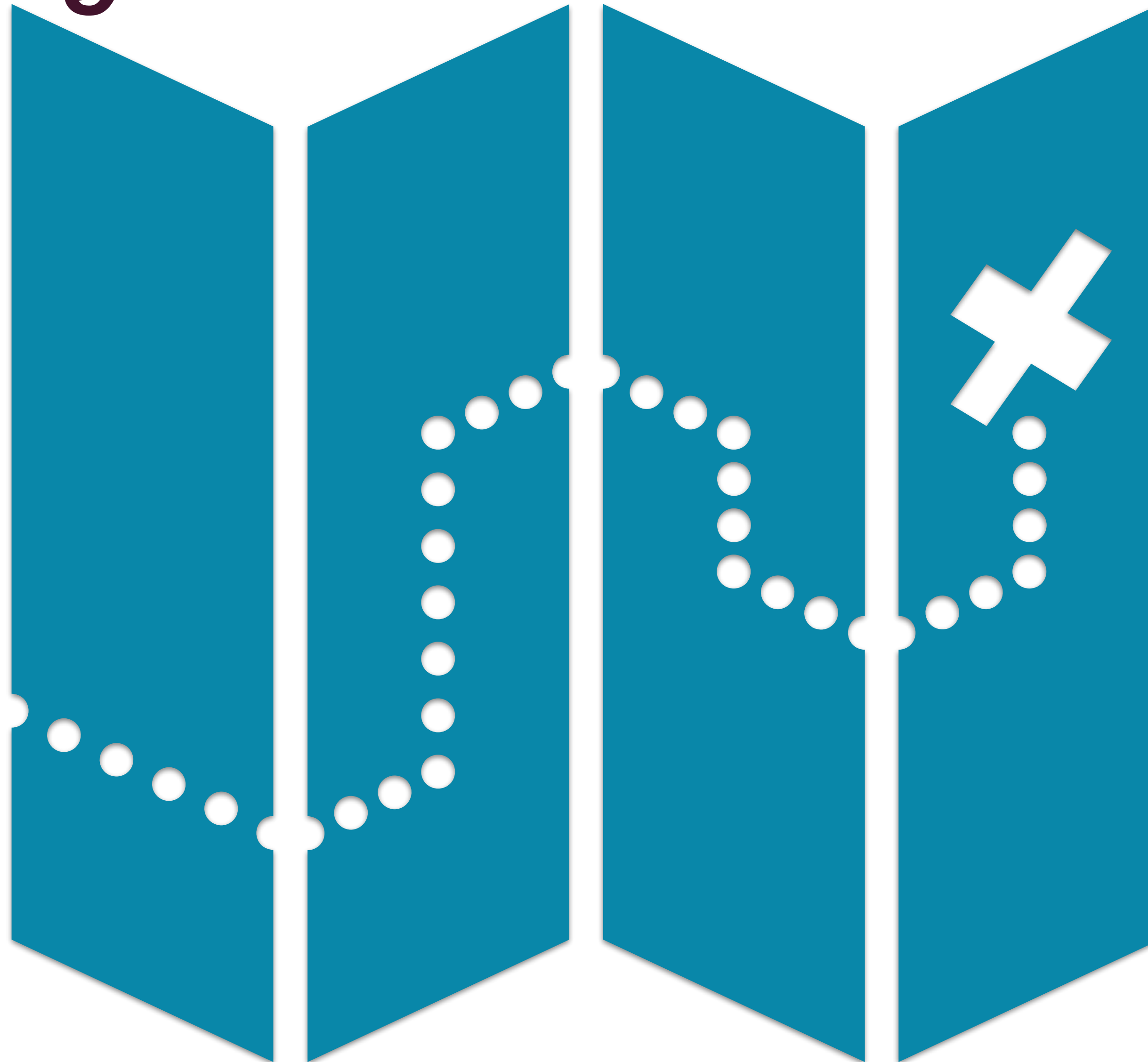
Stories

What's your story? (Onboarding Edition)

- What intro did I get to the company, team, role?
- What's the best onboarding experience I've had? Why?
 - Information, Structure, Pacing/cadence
- What tripped me up (here or elsewhere)?
- What's the most difficult onboarding experience I've had? Why?

Map your career path

- Where did you start? What did you need then?
- Advice for your younger self
- When did you want help? Did you get it? What kind of help?



- Best & worst work experience?
- When do you wish it was different?
- When did you feel lost?
- Best advice & worst?

Who do you know?

- What's their career story?
- Think of/ask a diverse group
 - speciality
 - IC vs. manager and those who have moved between
 - type of company, industry, company size
 - bootcamp vs. self taught vs. degree vs. combination
 - demographics

What is your team's story?

- What does this person need in a manager, teammate and organization?
- What do they want for themselves? Where do they see their career going?
- What do they like about their job? What frustrates them?
- What matters to them/what do they value?
- Hint: ASK THEM (send out a form, ask in a 1:1 etc)
- Things change. Constantly re-evaluate.

Be careful with stories

- Humans are wired for story ... which means stories are hard to change.
- Allow people time to adjust and be careful about the story you tell about your team to others.
- “Bad employee” stories are really hard to shake and usually unfair when given early in employment.

Strengths & Gaps

Strengths & weaknesses

- What do you think they are?
- Look at your old performance reviews.
- Ask people.

Gaps are more than weakness

- Things you are blind to are your biggest gaps.
 - Usually things that aren't important to you (but may be very important to others)
- Things you do naturally, come easily and seem obvious are likely big gaps.
 - You may not give people enough information about these things.
 - It may not occur to you that it needs to be said.

| Things that are obvious (to you) | Things you struggle with | Things you don't care about |
|--|---|---|
| <p>What do you always do?</p> <p>What do you get praised for and think is no big deal?</p> <p>What things make you confused or frustrated when others don't do them?</p> | <p>What do you want to do / like that others do but can't seem to do consistently?</p> <p>What are your weaknesses?</p> | <p>What do you value? What do you not value?</p> <p>What is important to you at work? What's not important?</p> <p>What do you care about? What don't you care about?</p> |

Some things we value

| | | | |
|-------------------|------------------------------------|-----------------------|--------------------|
| Money | Relationships | Effort / Working hard | Sense of belonging |
| Recognition | Everyone getting along | Doing the right thing | Helping people |
| Promotion / Title | “Good name,” Reputation, or Status | Quality | Efficiency |
| Meeting the goal | Clarity | Winning | Consistency |

Conflicts & caring

- When have you had conflicts at work? Did you and the other person care about different things?
- Examples:
 - consistent patterns vs. new code using the current best practice (consistency vs. iteration)
 - meetings are terrible & should be limited vs. we can get aligned faster if we all meet to discuss
 - everyone should get along vs. direct communication is best

Techniques

ASK

- Ask people how onboarding went.
- Talk regularly about career growth & opportunities.
- People and their lives change. Organizations change.
- If you talk regularly then you don't need to talk about everything in one meeting.
- Having people's career growth at top of mind allows you to advocate and help give them appropriate opportunities

Revolving opportunity

- How can you create virtuous cycles?
 - Last person to onboard presents to or mentors next person.
 - Newest + older team member update docs together. Rotate.
 - Someone looking for leadership can mentor a junior member or lead a small feature.
 - Rotate who leads meetings, takes notes, coordinates with outside teams.
- What could someone take off your plate with little risk that gives them growth?

Scope & iterate.

- List everything you'd like to do
 - Who is capable of doing each thing?
- Look at your & your team's schedule. Back into what's possible.
- Find what you can do. Do that.
- Regular and shorter is better than a lot of time at once.

Visibility

How do you get people what they care about?

- Money, promotion, recognition, time off, better budgets, more time ...
- many things are given by those above you.
- Visibility might be the most important thing you can do for your team.

People get rewarded when people know them & their work

- How do you make your & your team's work visible to people above you?
- What does the org, your boss, or your grand-boss care about?
 - hint: ask the bosses.
 - map what they care about to your team's work. what is the intersection?

Thank you!

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