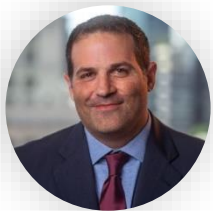


# Are your hiring and onboarding processes broken?

Presented by:



**Brad Chambers, PhD**  
Head of Talent Acquisition  
Solutions



**Shahin Sobhani**  
Principal, Digital  
Learning



**Kile Dyer**  
Senior Director

## Welcome

Where are you joining us from today?



# Are your hiring and onboarding processes broken?

Learn how to fix them by focusing on what your organization and candidates really need.



November 15, 2022



**Kile Dyer**  
Senior Director,  
Assessment



**Brad Chambers, PhD**  
Head of Talent Acquisition  
Solutions



**Shahin Sobhani**  
Principal, Digital Learning



# Some things to consider

4x

Companies with thriving cultures have **4x higher revenue growth**



Gallup, Meta Analysis

\$550B

Disengagement costs US organizations **\$550B/year**



The Conference Board

\$430B

By 2030, the US is going to lose \$430 billion annually **due to low talent retention.**



Bureau of Labor Statistics

57%

**57% turnover overall** with 25% voluntary in 2021



Legal Jobs

31%

**31% of the newly recruited employees resign** from their job within 6 months of joining.



BambooHR

# Realities of talent acquisition and onboarding in 2022/2023

## The tale of four personas



### Candidate

*"I'm excited to start my career, and I'm looking for a company that is just as excited about me. Before taking a job, I want to know that it's the right place for me—that I'll enjoy the work, I'll be able to grow in my career, and the company cares about more than profits. I'm not interested in a long application process, especially when other companies are willing to hire me on the spot."*



### Onboarding

*"Onboarding large numbers of new hires in a short amount of time while ensuring consistency and setting everyone up for success is a challenge. It's even more challenging when new hires don't have the capabilities, drive, and determination to learn the job."*



### Talent Acquisition

*"The war for talent is real. If our hiring process is too time-consuming and if we don't appeal to candidates in a way that helps them see why we are a better home for them, they will simply go to work for our competitors."*



### Business Leader

*"It's hard for me to grow or even just sustain the business with vacancies and high turnover. I need qualified, reliable people. Too often, I spend time interviewing candidates who simply don't have the desire or drive to grow their career—they want to start at the top without putting time into developing their skills in other roles. At the end of the day, I need people who are driven and committed to doing good work."*

# The state of the world...

- Job candidates expect more from companies today than ever before
  - Although this stemmed from challenges and shortages in labor markets, candidates have new expectations that are not going away
  - The days of a company saying “if you want a job with us, you have to jump through these 17 hoops” are over
- Companies must engage their candidates and provide value to them *as people*

**Talent acquisition practices and processes need a paradigm shift**

<https://hbr.org/2022/06/is-your-hiring-process-costing-you-talent>

## Is Your Hiring Process Costing You Talent?

by Brad Chambers

June 02, 2022



Martin Barraud/Getty Images



Tweet



Post



Share



Save



Print

**Summary.** As the Great Resignation persists, job seekers are looking for better wages, better benefits, and better remote work options. They're also losing patience with cumbersome hiring processes. To make sure your hiring process is a positive experience for candidates, the... [more](#)

# A paradigm shift in talent acquisition narrative, focus, and approach is needed

## From

*"Thank you for your interest in our company. We are eager to run you through our screening process to determine whether you fit with this role."*

- Process is designed to enable **effective hiring decisions**
- **Limited information** provided to candidates regarding their **performance** throughout the process out of **fear of legal challenges**
- Concerted effort to make the process **efficient** to mitigate the **risk of losing good candidates**

## To

*"We're so glad you're interested in joining our team. Our hiring process is designed for us both to explore the alignment between this role and your career path."*

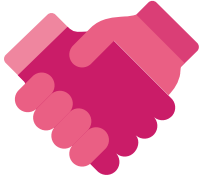
- Process is designed to enable the **company and the candidate** to make **informed employment decisions**
- Commitment to **providing value to candidates** throughout the hiring process
- Candidates feel that they are **just as important as employees**

# When does onboarding begin?





# The bottom line...



## Onboarding starts with talent acquisition

- Talent acquisition and onboarding are inextricably intertwined
- Use the talent acquisition process to jump-start onboarding
- Doing so results in better-quality hires, with shorter time to proficiency, and reduced voluntary turnover

Blog

### If you think onboarding starts when employees show up for their first day on the job, you're wrong

Scroll ↓

Published on: March 2021  
Written by: Brad Chambers  
Share:

Onboarding new employees into the organization is a critical step in the employment lifecycle. Without proper onboarding, newcomers run the risk of failing to:

<https://bts.com/2022/03/15/onboarding-starts-at-application/>

# **It all starts with talent acquisition**

**We believe that onboarding can be built around 3 key principles...**

**Engage**

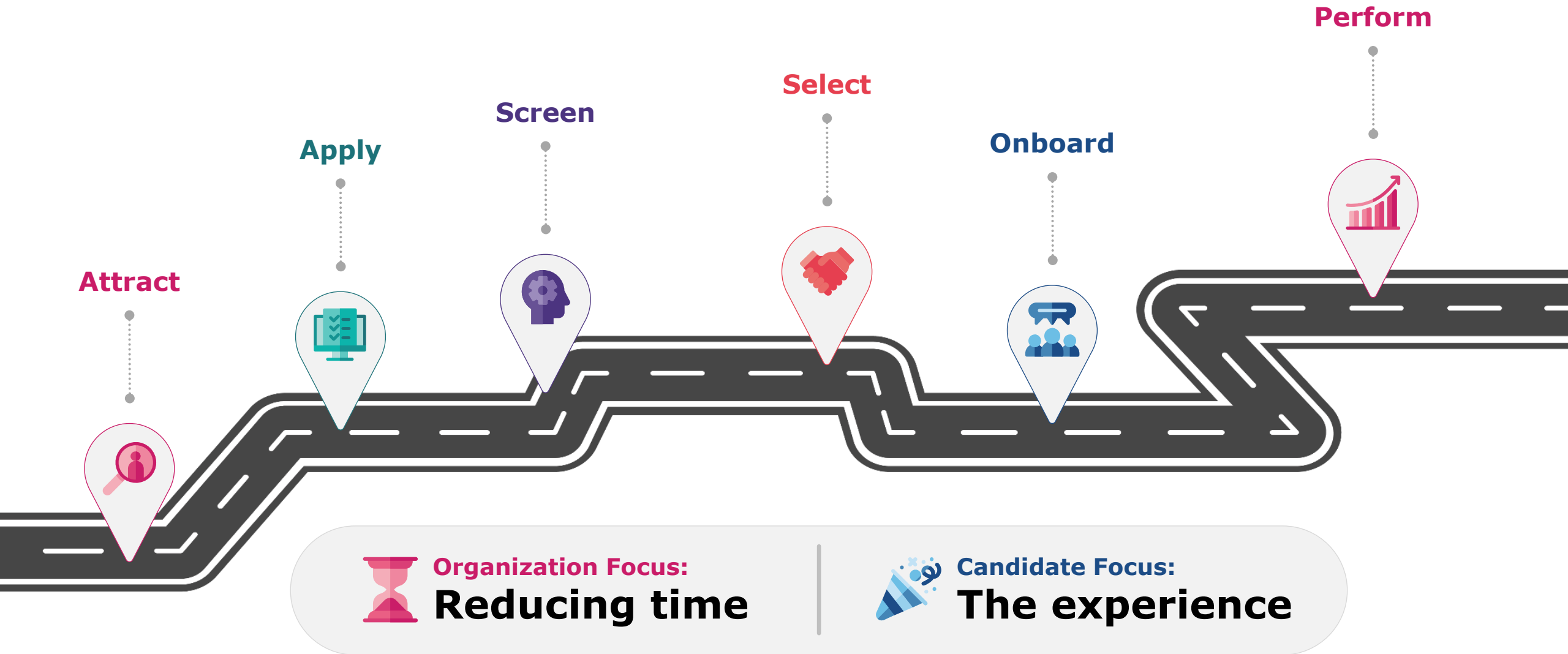
**Align**

**Activate**

Two of these areas can begin in the application experience resulting in better candidate experience, hiring decisions, and greater speed to new hire impact.



# The candidate-to-employee journey



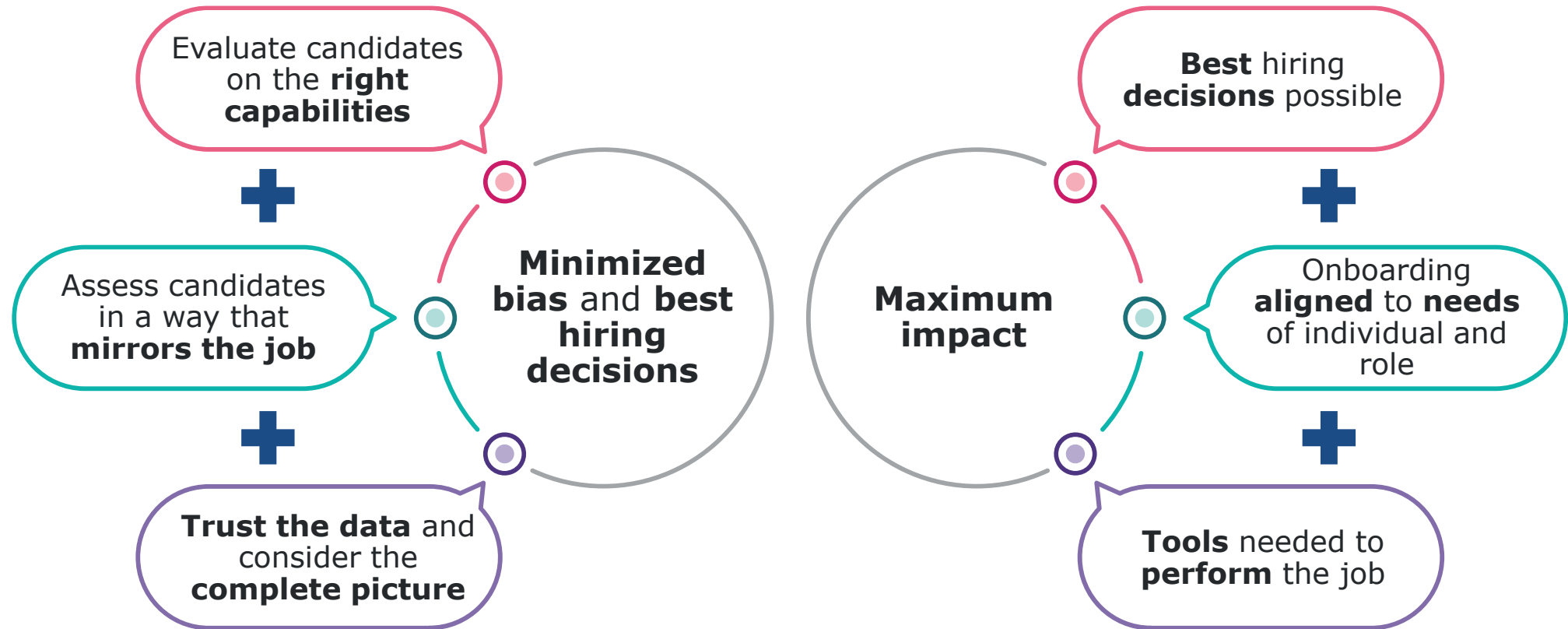


# Enabling employees to **perform to their fullest** requires getting the **right people** into the **right roles**, and then **equipping** them with the tools, knowledge, and support to have **maximum impact**



## Perform

Over time, employee performs the role and contributes to the organization

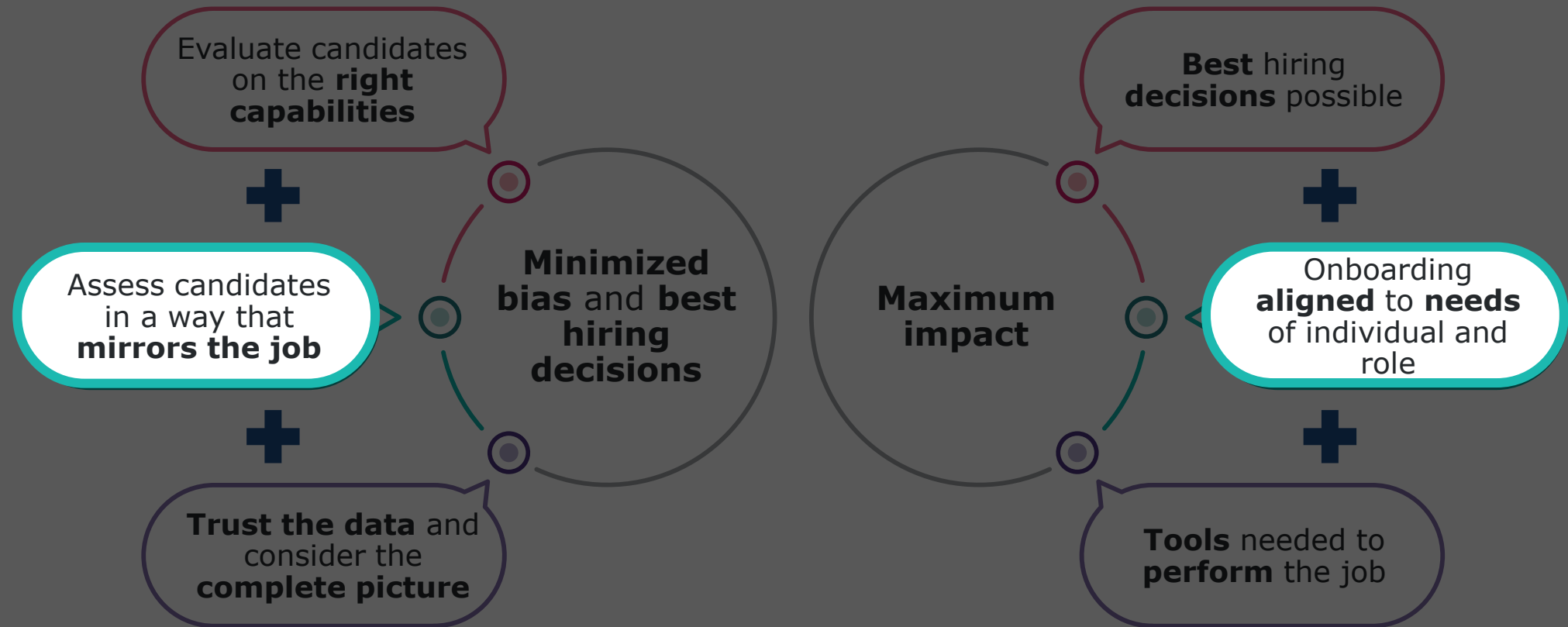


# Enabling employees to **perform to their fullest** requires getting the **right people** into the **right roles**, and then **equipping** them with the tools, knowledge, and support to have **maximum impact**



## Perform

Over time, employee performs the role and contributes to the organization



# The assessment experience

# Our belief about talent acquisition assessments

The most *accurate, valid, and least biased* way to predict someone's *success* in a job is to put them through an assessment that is *modeled after the job*



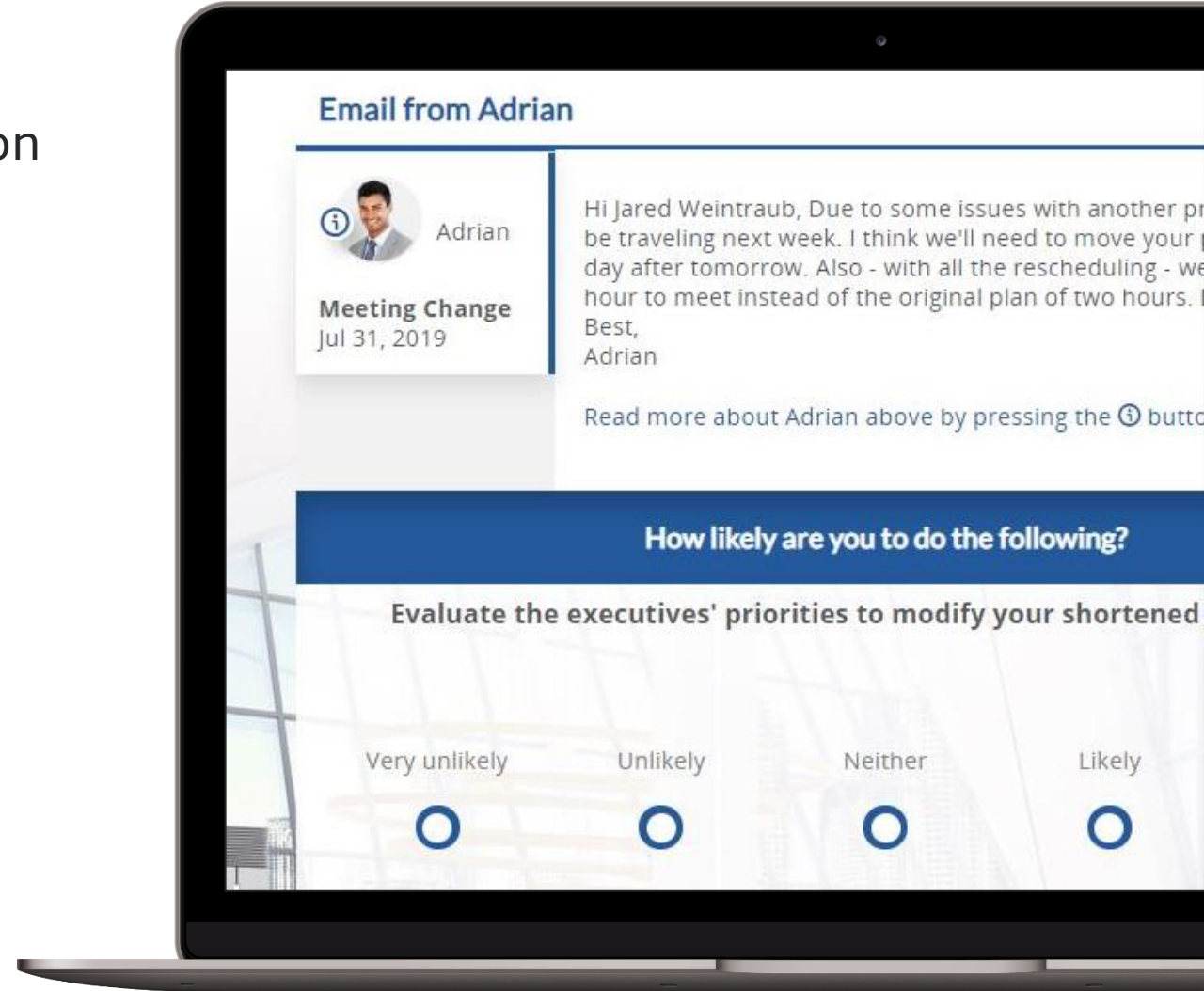


# Assessing people in moments

- Identify those **pivotal moments** or **situations** on the job that are **critical for success**
- Think through the different ways individuals **might respond** to the situation
- **Weave** the moments together to **tell a story**

Assess candidates ✓

Teach candidates ✓



# Regardless of the assessment approach

- Reports should align to the capabilities required for success in the job
- ...and onboarding should align to these same exact capabilities



## Selection & Onboarding Report

For Janet Doe

Based on the BTS Acceleration Sales Assessment

### Introduction

The *BTS Accelerated Sales Assessment* provided Janet with an opportunity to respond to a number of pivotal situations that sellers face on the job. This report provides an overview of unique strengths and growth opportunities based on responses provided by Janet.

The purpose of this report is strictly confidential and should only be shared with individuals involved in the hiring process.

### Summary of Results

#### Sharing Insights: Connecting Trends and Priorities 65% aligned

All sellers want to deliver value to their customers, and one prime way of doing so is by sharing an insight – helping the customer gain a new perspective on their business or marketplace.

#### Where the candidate is aligned:

- Centers the conversation on how to accelerate the customer's business results, now and in the future.
- Delivers an insight to first capture attention and go deeper in the customer's business, and then transitions to a solution.
- Shares insights that reveal either organizational or individual opportunities for the customer.

#### Where the candidate is not aligned:

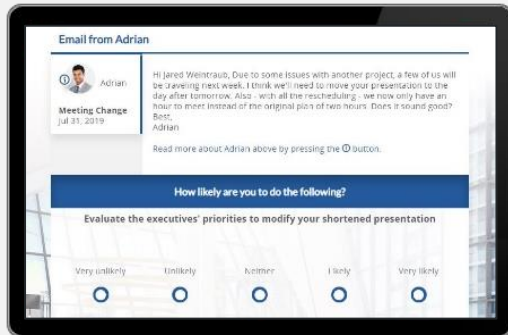
- Seems to rely on marketing and others to create insights rather than regularly investing time to learn about current trends.
- Tends to convey trends or data in isolation rather than connecting them to other trends or datapoints in the customer's business or organization.

#### Resolving Objections: Combating Concerns Constructively 87% aligned

Objections are a reality of the sales process. The most effective sellers are those who are able to get to the root cause of the customer's objection and explore the best way to resolve the concern.

# The connection between talent acquisition and onboarding

## Pre-hire assessment



Jumpstart onboarding by building a talent acquisition assessment modeled after the organization and role

## Post-hire onboarding



**By aligning talent acquisition with onboarding, you can decrease time to proficiency, decrease role misconceptions, and increase long-term success of employees**

# Deeper dive into the onboarding experience



# And now it's time to activate new employees



ch. 02

# CHAPTER TITLE

>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut lacus sapien at odio feugiat fermentum. Nulla facilis. Etiam pretium, mauris vitae vulgulate egesta neque purus facilisis urna

START

Personal development tasks covered in chapter

Die neue A  
Autoversichl

Was ist neu

Question

1 of 5

20

Place the beverage ID codes in the correct box for a **double sugar-free vanilla nonfat caramel macchiato**.

STARBUCKS

Decaf

Shots

Syrup

Milk

Custom

Drink

2

N

V

SFV

CM

ID Codes

Anwenden & Abschluss

Schulung

Beverage Finishes

1 of 10

Back

- Free pour the milk in slow, steady stream above the center of the cup until 2/3 full.
- Tilt steaming pitcher spout forward keeping it close to surface and continue pouring, creating a small "dot" of foam.

All Cards

Shuffle All

Flip All (Back)

EMPLOYEES

Continental

ifizierung

Agenturgründungsprozess für VBL

35%

Exzellente in Pro3: Pro3 motivierend im Führungsaltag einsetzen

Führung als neue Aufgabe

# The what and how of onboarding

The learning landscape



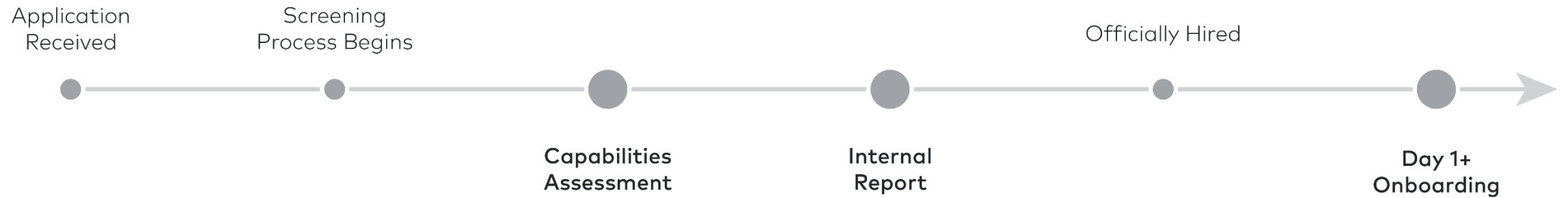
Design pillars for organization and learner success

# Tying it all together

What a fully-aligned process could look like



# Candidate touchpoints



# Capabilities assessment



# Capabilities assessment

The image displays two overlapping screenshots of the BTS Talent Acquisition Journey interface. The top screenshot shows a user profile for Jane St. Clair, a navigation menu with 'Home', 'My Journey', and 'Logout', and a 'Talent Capabilities Assessment' section. The bottom screenshot shows a video player with the title 'BTS Talent Acquisition Journey - Assessment Introduction' and a progress indicator at 50%. The video content includes a welcome message and a brief overview of the company.

**Top Screenshot:**

- Logo: **bts**
- User: Jane St. Clair, English
- Navigation: Home, My Journey, Logout
- Section: Talent Capabilities Assessment
- Card: BTS Talent Acquisition Journey, 30 min, 0/3 Activites Complete

**Bottom Screenshot:**

- Progress: 50%
- Title: BTS Talent Acquisition Journey - Assessment Introduction
- Text: **Welcome...we're glad you're here!**  
BTS is a global professional services firm headquartered in Stockholm, Sweden, with some 850 professionals in 34 offices located on six continents. For over 30 years, we've been partnering with our clients to enable strategy execution.  
At BTS, we believe that success comes from people understanding how their daily work impacts business results, so we provide the skills, tools, and knowledge your people need to take the right action at the right moment. We are experts in behavior change and care deeply about both delivering results for our clients and ensuring that their people do the best work of their lives.  
We'd love to have you join our team!
- Video Player: 0:02 / 1:51
- Next Button: Next →


# Capabilities assessment

13% BTS Talent Acquisition Journey  
Capabilities Assessment Questionnaire

**The Situation**  
You've developed a business relationship with a new contact, Indira, who you met through a professional network connection. After exchanging many emails at first, she has since stopped responding.

**How likely are you to do the following?**  
*Action 1 of 3*  
Share an article about the integration of AI and storage with Indira.

Very Unlikely   Unlikely   Neither   Likely   Very Likely




A horizontal progress bar with five circular markers. The markers are labeled 'Very Unlikely', 'Unlikely', 'Neither', 'Likely', and 'Very Likely' from left to right. The 'Unlikely' marker is filled with a black dot, indicating the selected response.



87% BTS Talent Acquisition Journey  
Capabilities Assessment Questionnaire

**How much do you agree or disagree with the following statement?**  
*Statement 5 of 6*  
Frankly, it bothers me when people tell me I am wrong.

Strongly Disagree   Disagree   Neither Agree Nor Disagree   Agree   Strongly Agree



A horizontal progress bar with five circular markers. The markers are labeled 'Strongly Disagree', 'Disagree', 'Neither Agree Nor Disagree', 'Agree', and 'Strongly Agree' from left to right. The 'Agree' marker is filled with a black dot, indicating the selected response.

Submit & Continue →

# Capabilities assessment

The image displays two overlapping screenshots of the 'BTS Talent Acquisition Journey' interface. The top-left screenshot shows a 'Thank you!' message indicating the completion of the 'Capabilities Assessment Questionnaire'. The bottom-right screenshot shows the main dashboard with a progress overview of the journey steps.

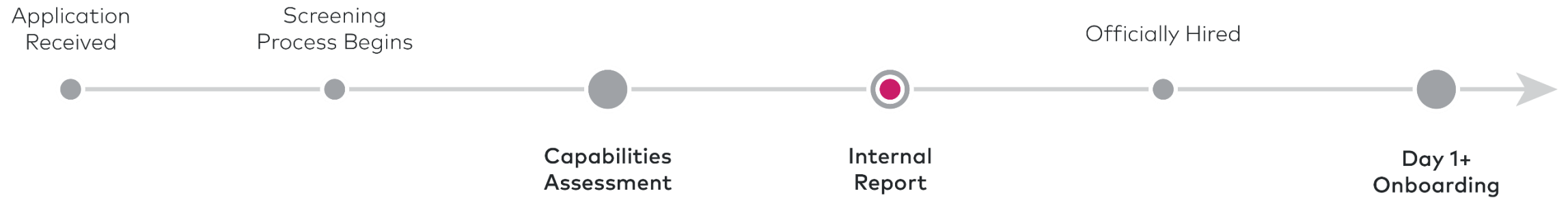
**Thank you!**  
Well done - you have completed the Talent Acquisition Assessment.  
Click "Finish" to proceed with the final section of this journey, which will summarize the next steps in the interview process.

**Progress Overview:**

Step	Duration	Action
Assessment Introduction	5 mins	Revisit
Capabilities Assessment Questionnaire	20 mins	Revisit
What's Next?	5 mins	Begin



# Internal report



# Internal report

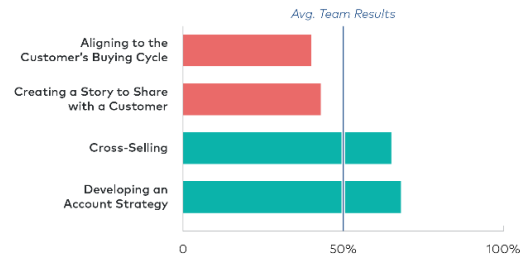


## Assessment Report for *Jane St. Clair*

Based on the BTS Talent Acquisition Capabilities Assessment Questionnaire

The data for this report was submitted on 2021 September 1.

### Summary of *Jane St. Clair's* Assessment Results



This report contains a summary of performance for *Jane St. Clair* based on their completion of the **BTS Talent Acquisition Capabilities Assessment Questionnaire**. This report provides a snapshot to help you understand how *Jane St. Clair's* responses align with our ways of working here at BTS.

The Questionnaire is based on the Great Profile for sales representative roles at BTS, and scores are provided for each capability in the profile. Each capability has a score from 0-100%, and this percentage indicates the degree to which the candidate's responses align with the capability as defined by the Great Profile.

#### Aligning to the Customer's Buying Cycle

Percentage of alignment: 40%

This candidate may **struggle more than most** with the following activities:

- Aligning to the customer's current stage in the buying cycle
- Facilitating discussions to uncover the interests of decision makers and other stakeholders at each stage of the buying cycle
- Closing appropriately on each stage of the buying cycle in order to advance to the next stage
- Actively helping the customer navigate through each stage of the buying process
- Helping the customer avoid going backwards in their decision process or, when they do, helping them resolve issues quickly



#### Creating a Story to Share with a Customer

Percentage of alignment: 43%

This candidate may **struggle more than most** with the following activities:

- Telling stories to help the customer explore ideas or topics they may not have thought about
- Telling stories with a clear purpose that include a beginning, middle, and end
- Balancing data and logic with emotion
- Including only those details that advance the overall story
- Sharing stories at times when they will be most relevant and meaningful for the customer
- Adapting stories to the audience

#### Cross-Selling

Percentage of alignment: 65%

This candidate is **more skilled than most** at the following activities:

- Finding the optimal time and circumstance for cross-sell opportunities
- Having the customer's interest as the basis for pursuing a cross-sell opportunity
- Building a strong network of contacts to capture a full understanding of the customer opportunity
- Taking a collaborative approach to selling by leveraging available resources
- Identifying opportunities to expand the breadth and depth of products and solutions within an account
- Articulating a strong vision and value proposition of the broader solutions without overwhelming the customer
- Building relevance of other solutions aligned to the customer's objective

#### Developing an Account Strategy

Percentage of alignment: 68%

This candidate is **more skilled than most** at the following activities:

- Spending the time to dig deeper into the account and formulates a strategy for long-term success
- Creating an overall account objective that informs an action plan
- Identifies measurable goals and creating contingency plans
- Continually assessing what key stakeholders value and aligning this to the capabilities and solutions their organization offers
- Identifying all possible opportunities to expand the relationship within an account – including other buying centers
- Approaching the account strategy as a living, breathing document – continually evolving it and making adjustments and course corrections

# Day 1+ onboarding



# Day 1+ onboarding

**Day 1+ onboarding**

**Interface Elements:**

- Header:** BTS logo, user profile (Jane St. Clair, English), navigation menu (Home, My Journey, Resources/Toolbox, Insights & Bookmarks, Actions, Notifications, Discussions, Support, Logout).
- Main Content:**
  - Dive Back in:** "Your Custom Onboarding Journey" (5 min), "Welcome to BTS" (5 min) with "Begin" button.
  - My progress:** "Getting Started" (100%), "High Priority Training" (0%), "Low Priority Training" (0%), "Additional Training" (0%).
  - Welcome to the Talent Onboarding Journey:** "Getting Started" (5 min, 0/1 Activities Complete).
  - Prioritized Capabilities:**
    - High Priority Training:** Lower Competency
    - Low Priority Training:** Higher Competency
    - Additional Training:** More Role-Specific Competencies
- Assessment Report (Sidebar):**
  - Your Assessment Report:** Based on the BTS Talent Acquisition Capabilities Assessment Questionnaire. Submitted on 2021 September 1.
  - Summary of Your Assessment Results:**
    - Aligning to the Customer's Buying Cycle: 40%
    - Creating a Story to Share with a Customer: 43%
    - Cross-Selling: 50%
    - Developing an Account Strategy: 50%
  - Key Findings:**
    - Aligning to the Customer's Buying Cycle:** Percentage of alignment: 40%. You most struggle more than most with the following activities:
      - Aligning to the customer's current stage in the buying cycle.
      - Facilitating discussions to assess the interests of decision makers and other stakeholders at each stage of the buying cycle.
      - Clearly representing each stage of the buying cycle in order to advance to the next stage.
      - Actively listening the customer recognize through each stage of the buying process.
      - Helping the customer avoid going backwards in their decision process or, when they do, helping them resolve sales quickly.
    - Creating a Story to Share with a Customer:** Percentage of alignment: 43%. You most struggle more than most with the following activities:
      - Telling stories to help the customer explore ideas or topics they may not have thought about.
      - Telling stories and/or case studies that include a beginning, middle, and end.
      - Expanding data and facts with stories.
      - Including only those details that advance the narrative.

# Day 1+ onboarding

**BTS Talent Onboarding Journey**  
Welcome to BTS

### Prioritized Capabilities

Based on your assessment results, we've prioritized the capabilities you will explore in your onboarding journey. Keep in mind that although your results may show that you scored higher in certain capabilities than others, you'll still have access to explore and revisit all the capabilities expected within our team. Click "Finish" to proceed with your customized competencies training journey.

- High Priority Training**  
Lower Competency
- Low Priority Training**  
Higher Competency
- Additional Training**  
More Role-Specific Competencies

Progress: 100% (3 dots)  
Finish →



**bts**  
Jane St. Clair  
English

- Home
- My Journey**
- Resources/Toolbox
- Insights & Bookmarks
- Actions
- Notifications
- Discussions
- Support
- Logout

### Welcome to the Talent Onboarding Journey

#### High Priority Training

- Aligning to the Customer's Buying Cycle**  
20 min 0/5 Activities Complete
- Creating a Story to Share with a Customer**  
20 min 0/5 Activities Complete

#### Low Priority Training

- Cross-Selling**  
20 min 0/5 Activities Complete
- Developing an Account Strategy**  
20 min 0/5 Activities Complete

#### Additional Sales Training

- Conducting a Demo**  
20 min 0/5 Activities Complete
- Conveying Value**  
20 min 0/5 Activities Complete
- Sparking Curiosity**  
20 min 0/5 Activities Complete
- Upselling**  
20 min 0/5 Activities Complete
- Qualifying a Lead**  
20 min 0/5 Activities Complete

# Day 1+ onboarding

☰ 14% **Aligning to the Customer's Buying Cycle**  
Introduction

### Learning Objectives (I will be able to...)

- 1 Identify the customer's stage in the buying cycle and related needs
- 2 Understand the stakeholder involvement at each stage of the buying cycle and related interests
- 3 Apply tactics and actions to address customer needs at each stage of the buying cycle
- 4 Recognize when a customer has moved backwards in the buying cycle and know how to help them move quickly through issues or concerns

● ○ ○ ○ ○ ○ ○ ○



☰ 57% **Aligning to the Customer's Buying Cycle**  
Introduction

## The Customer's Buying Cycle

Review the steps of the Customer's Buying Cycle.  
When you're ready, click "Next" to continue.

- EVALUATE**  
Stakeholders evaluate results
- RECOGNIZE**  
Customer recognizes a need for a purchase
- CLARIFY**  
Buyer clarifies outcomes and identifies options
- ALIGN**  
Stakeholders align an approach
- NEGOTIATE**  
Negotiations and contracting
- IMPLEMENT**  
Implement the solution

○ ○ ○ ● ○ ○ ○ ○

← Back Next →





# Day 1+ onboarding

60% Creating a Story to Share with a Customer  
Introduction

## The Classic Storytelling Structure

Let's walk through the steps of the Classic Storytelling Structure using a well-known example.

The diagram illustrates the Classic Storytelling Structure as a line graph with six numbered steps on the x-axis. The y-axis represents the level of tension or conflict. The structure is as follows:

- 1 Current State:** A horizontal line at a low level of tension.
- 2 Rising Action:** A line that slopes upward from step 2 to step 3.
- 3 Climax:** The peak of the graph, where the line reaches its highest point.
- 4 Falling Action:** A line that slopes downward from step 4 to step 5.
- 5 Resolution:** A horizontal line at a low level of tension, similar to the current state.
- 6:** The final step, which is not explicitly labeled with a stage name but is part of the resolution phase.

Navigation: Back, Next

60% Creating a Story to Share with a Customer  
Introduction

## The Classic Storytelling Structure

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- 1 Current State:** A horizontal line at a low level of tension. Text: "Cinderella leads an awful life and is tormented by her stepmother and stepsisters."
- 2 Rising Action:** A line that slopes upward from step 2 to step 3. Text: "Cinderella is visited by her fairy godmother and goes to a ball."
- 3 Climax:** The peak of the graph, where the line reaches its highest point.
- 4 Falling Action:** A line that slopes downward from step 4 to step 5.
- 5 Resolution:** A horizontal line at a low level of tension, similar to the current state.
- 6:** The final step, which is not explicitly labeled with a stage name but is part of the resolution phase.

Navigation: Back, Next

# Getting it right

## Common mistakes made by organizations

- Treating talent acquisition and talent development as two separate organizational units/functions'
- Using 'one size fits all' approaches for talent acquisition and onboarding across all people and roles
- Not evaluating the impact of talent acquisition and onboarding efforts and investments



## So where does that leave us?

By closely aligning the talent acquisition process to the realities of life in the organization and job, we can **engage** and **align** candidates

This **jump-starts** new-hire **onboarding**...but our work isn't over

We must **build** on this engagement and alignment, and begin to **activate** employees

Doing so results in **better-quality hires**, with **shorter time to proficiency**, and **reduced voluntary turnover**

If you're using the assessment to simply make a decision, you're **leaving a lot on the table**

**Kile Dyer**

Senior Director, Assessment

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**Brad Chambers, PhD**

Head of Talent Acquisition  
Solutions

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# Strategy made

**personal**

