

## Onboarding New Starter Report

Strictly Confidential

**Sam Sample**

01 June 2018

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The  
British  
Psychological  
Society



## Onboarding Report

This report is based on Sam's responses to 'identity' - a fully validated psychometric personality instrument that assesses 36 traits to gather information about how he sees himself. These self-perceptions are compared with the professional working population to provide a measure of personality in relation to others.

Please ensure that this report, containing personal information, is handled confidentially and professionally and in keeping with data protection legislation. The full profile can be found in the appendix.

### Benefits of Onboarding

It has been shown that the successful onboarding of new employees increases business performance, enhances job satisfaction and reduces turnover of staff. Research shows that building a strong relationship with new colleagues in the earliest stages of employment is particularly important to help you engage, retain, and get the best from your people. With the help of this report, spending some time to better understand new members of your team will benefit the whole team in the following ways:

1. New members will start performing in their role more quickly, and be less reliant on you.
2. You will better understand your new colleague's personal strengths and areas to improve straightaway, ensuring you know how to support and get the best from them.
3. You can build an open relationship and provide greater clarity of the role/ challenges straightaway.
4. Your colleague can make a start on their Personal Development Plan without waiting for a formal appraisal, ~6-12 months into the role.
5. Your new colleague is likely to be more engaged, feel more motivated and confident in their new role helping to reduce the likelihood of them leaving the business early on.

### Prompts when conducting an Onboarding Meeting

Consider exploring:

- What are their strengths - what things do they particularly enjoy doing? Which skills must they apply?
- What are they good at but do not enjoy doing? i.e. strengths that drain them?
- What are their weaknesses - areas that they will need to continue to manage? i.e. where they may need support from others?
- What do they actively want to develop?
- Who are their key customers?
- What resources are available for them e.g. budget, staffing, mentors?
- What is the best way to communicate and manage your new starter? e.g. frequency of meetings? How will you both review performance and provide each other with feedback?
- What are the longer term opportunities for the new starter, e.g. skills development, career options, etc?
- Then in conjunction with the requirements of their new role - start to build a development action plan to help them succeed.

It is recommended a Review Meeting is also conducted 2-3 months after to assess their progress and set additional targets as necessary.




**This report rank orders the traits based on the strength of Sam's preferences and offers an insight into when this working style is likely to be an asset or inhibitor to performance.**




**Note: These are only indicators, based on Sam's responses, and so should be used as a springboard for further discussion with Sam.**




## Work Preferences - Rank Ordered




The following section of this report is designed to give you an overview of Sam's personality profile. As aforementioned, it has rank ordered Sam's preferences based on the strength of his response.

Note: only preferences that are significantly above or below the average for the working population are indicated below. As you read through the report think about how you and Sam can work together to both harness his strengths and support his possible areas for improvement.

|   |  |
|---|--|
| <b>VERY STRONG PREFERENCE</b>   | <b>Highly Independent</b> - Sam will probably benefit from a good deal of autonomy and latitude to set his own direction.  |
|  | <div> Sam should respond well to being given ownership and responsibility for making key decisions. Allow him to add value by challenging the norm or assuming a minority position in situations where others might not have considered an alternative perspective.</div> <div> Sam may need some coaching to help him to consider and absorb the inputs of others, keeping an open mind to alternative views.</div> |

|   |   |
|---|---|
| <b>VERY STRONG PREFERENCE</b>   | <b>Lower Protocol-following</b> - Sam may be more inclined to bend or break rules from time to time, especially if he feels they are over-compromising or restricting potential gain.   |
|  | <div> Use this to its advantage e.g. when there is a need to challenge assumptions or consider alternative ways of doing tasks.</div> <div> Take time to ensure he is aware of the risks and consequences of not following important safeguards.</div> |

|   |  |
|---|--|
| <b>VERY STRONG PREFERENCE</b>   | <b>High Psychological</b> - Sam will probably enjoy opportunities to interact with different types of people so that he can learn more about how others think and behave.  |
|  | <div> Use this strength to predict how other people will react to events, or to give you useful feedback / a second-opinion on others. He could act as a useful coach in some instances.</div> <div> Ensure he can strike a balance between people and results. Can he recognise when a more task focused approach might be more important? Work with him to achieve this.</div> |

|   |  |
|---|--|
| <b>STRONG PREFERENCE</b>  | <b>Highly Critical</b> - Sam is probably sharper at spotting potential flaws or errors in work.  |
|  | <div> He should prove an asset in situations when you need someone to check the detail. Whilst others may take things at face value Sam will be able to use this eye for detail to hopefully circumvent potential problems arising. Similarly, he should be set a high benchmark in terms of the quality of his work output.</div> <div> Be aware that he may need more encouragement to see the positive, upsides of situations too. Watch that he does not become overly critical of others' work as this could cause tension within the team.</div> |

**STRONG  
PREFERENCE**



**Highly Reflective** - indicating that Sam will bring a very open-minded and accepting approach to his views or new thinking about issues. He will probably be more concerned to avoid pre-judging or over-simplifying matters.



It is likely that in meetings he will probably be effective in a facilitator or chairperson role.



There may be times when he may need encouragement to adopt and communicate a clear, simple message.

**STRONG  
PREFERENCE**



**High Adaptability** - More likely to flex or change his approach, Sam should be able to deal with diverse types of people.



Increased adaptability should mean that he knows more instinctively how best to pitch an idea or convey key messages to different audiences so if opportunities arise for this allow him to have a go.



Whilst adaptability is very useful, if he is naturally more inclined to change his approach, be wary that he is not considered inconsistent in his treatment of different people.

**STRONG  
PREFERENCE**



**High Decisive** - Sam reports to prefer to make decisions more quickly, perhaps with less deliberation.



More decisive individuals are often effective at thinking on their feet and won't shy away from making a decision when under pressure. In fact, he may work better in situations where decisions need to be reached and actioned quickly.



He may become frustrated when engaging in prolonged discussions, and may become agitated by indecisive colleagues. Play to Sam's strength by using him to unlock situations where no one is taking a decision and momentum is required.

**STRONG  
PREFERENCE**



**High Risk Taking** - Sam may be more open to taking risks in order to achieve greater returns.



He will be particularly energised by roles that allow him to lead change or reshape how things are done. Use this as a strength to raise others' expectations of what is achievable.



Be aware that Sam might feel frustrated in a culture that does not support taking a chance to gain higher returns. How can this be managed?

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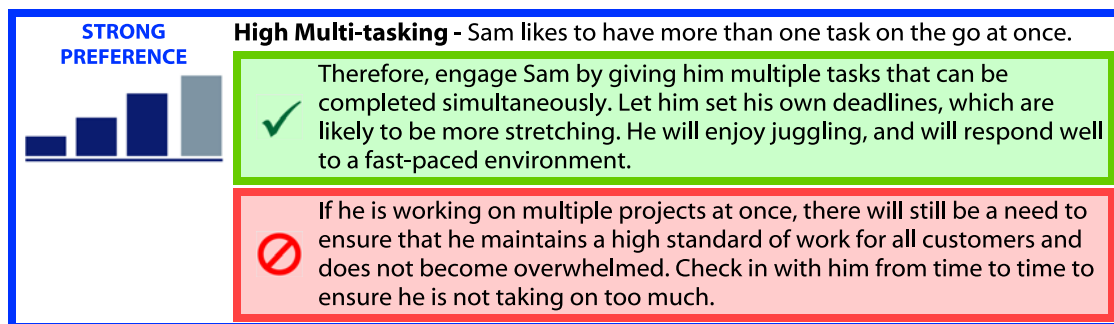
**Lower Rational** - Suggests Sam may rely more heavily on intuition or instinct to make decisions.



When timing is tight you can probably rely on Sam to remain composed. This is because he will be able to make a decision quickly based on initial impression or gut feelings than others might be.

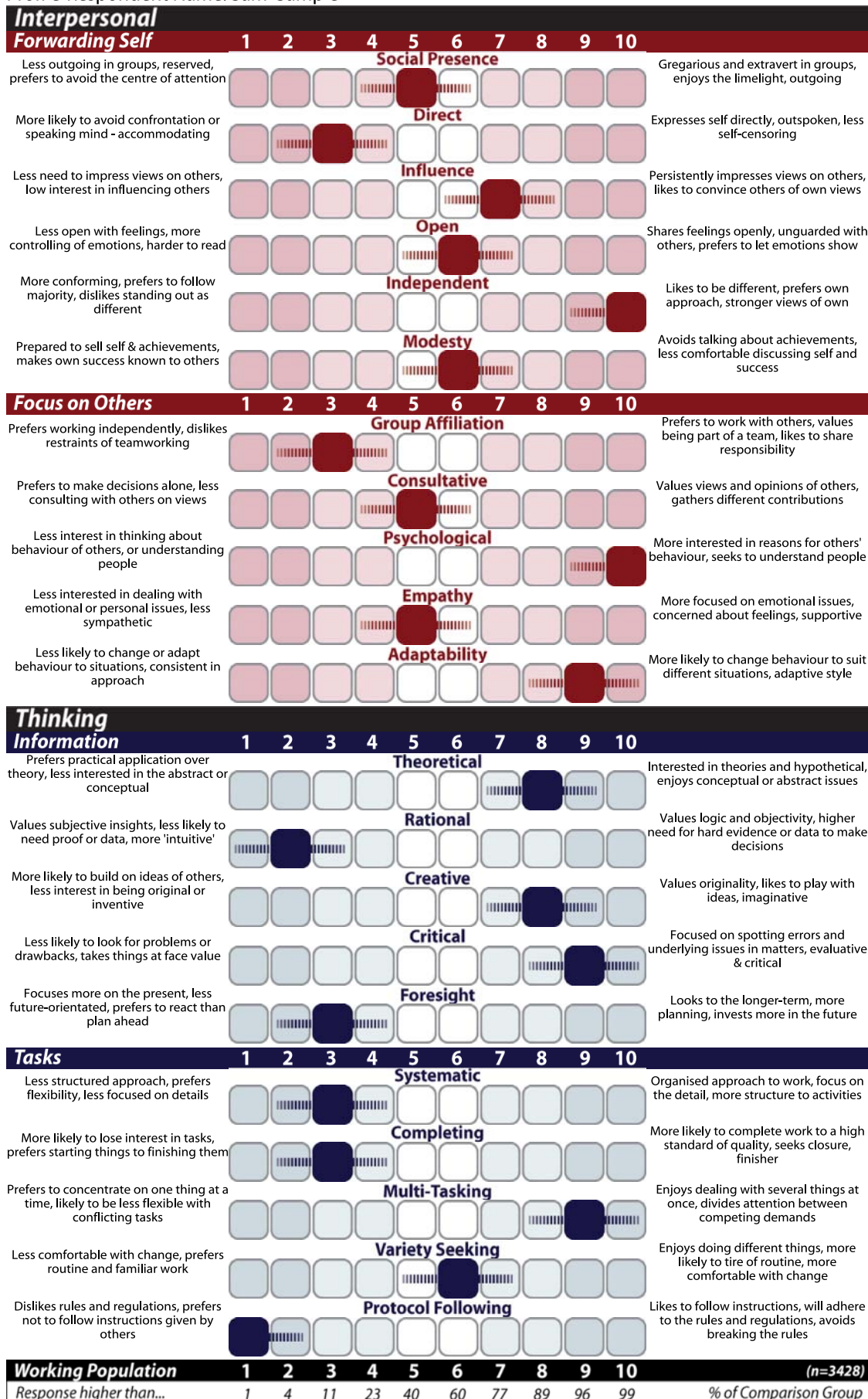


Think about encouraging him to also consider the use of more objective evidence to help complement his thinking style. Balancing intuition and rationality will make him a more rounded person.

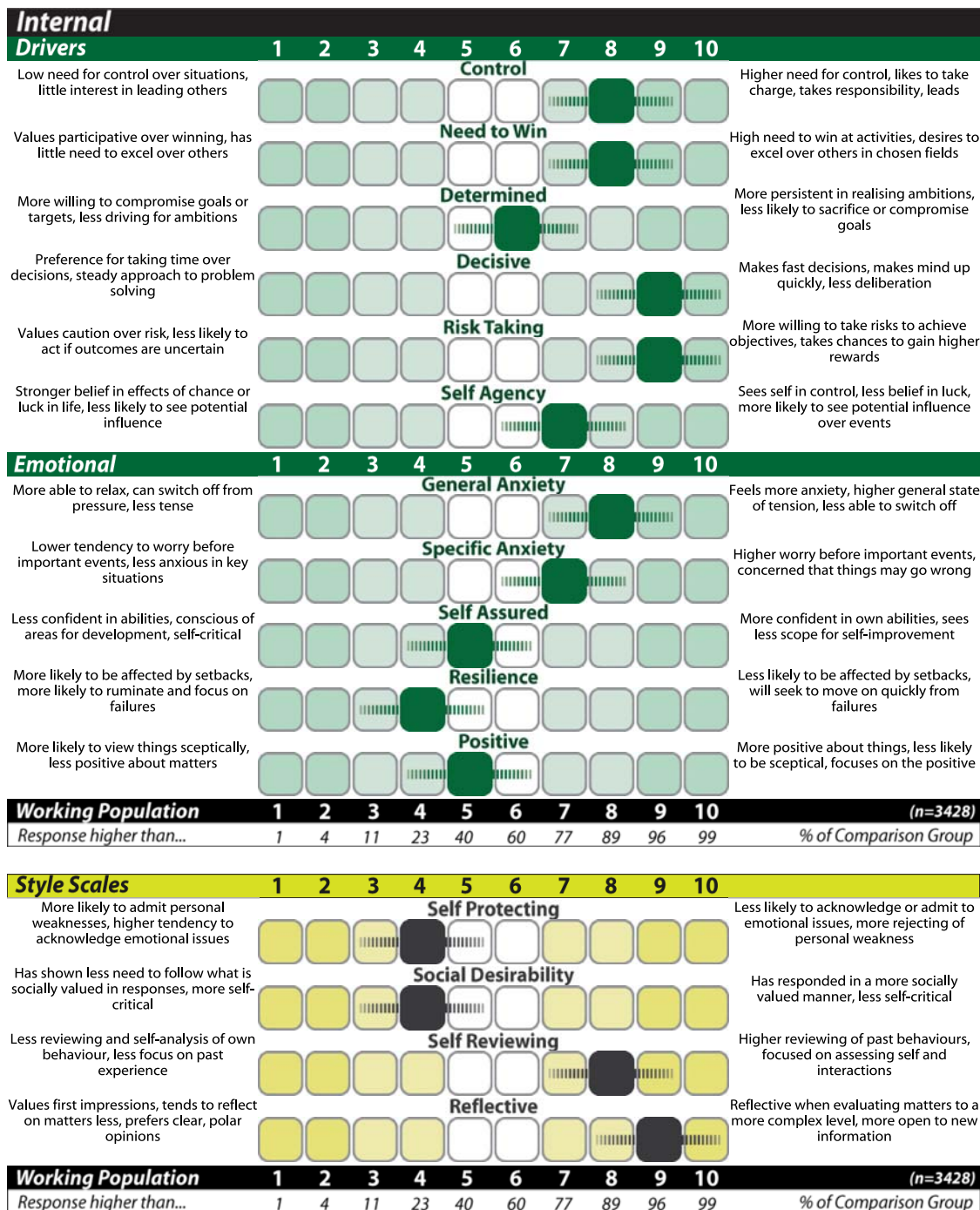


Sam's full identity profile is presented overleaf.

Profile-Respondent Name: Sam Sample







#### Self-Perception Information - Points to Bear in Mind:

- not a definitive statement about how you behave - just an indicator
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how you see yourself in relation to the rest of the professional working population
- although broad patterns are likely to be consistent through time, your profile can change with experience and role
- this profile should not be interpreted by anyone who is not trained or professionally supported to do so