

When you bring someone new "on board" your organization, the process is often called... you guessed it... "onboarding." And the first 90 days of the onboarding process are critical because that is often the time period in which the new hire chooses to stay or cut their losses and leave. Given the amount of time and effort you and your organization put into recruiting, interviewing, vetting, and hiring new employees, it's a HUGE

time for new hires to learn. His article stressed the value of affording new employees the chance to “go slow” during their first 90 days and devote adequate time for learning unfamiliar systems, absorbing information, meeting co-workers, and becoming familiar with other aspects of their new employer. There is only so much that can be conveyed in a job description and interviews. Once the new hire gets on the job they begin to learn about the organization's values, culture, context, etc.

If you follow the plan suggested above and take the time to think through what someone truly needs to know in their first seven days on the job vs. their first 20 days on the job, you can mete out the “newness” in a slow and orderly fashion that is not overwhelming and that allows the new hire to truly absorb and assimilate.

### EARLY PRODUCTIVITY

One of my past clients had a six week onboarding process. It was in a technical field and the learning curve was high and seemingly endless. Most new hires did not make it through the onboarding process not only because it was arduous but also

---

## About the Author

---

Dr. Nanette Miner is a leadership development and workplace-learning strategy consultant. Through her firm, [The Training Doctor](#), she has revolutionized the way that individuals are prepared for leadership roles in their organizations. Rather than a chosen few, her process is aimed at