

NEWS

Onboard demands



Research from Penna Plc says one in three senior professionals aren't supported by their organisation in 'hitting the ground running' when they start in a new role. The research, conducted amongst 1,000 hiring professionals, finds that one in three (33 per cent) do not offer onboarding coaching – the practice of helping new recruits to understand their role in a structured way – for externally recruited senior level hires. In fact they'll be lucky to even see the books, as just over a quarter (28 per cent) of employers felt that having access to all financial information would be important to senior professionals recruited into new roles.

Despite the importance of strong leadership to business success, organisations are failing to invest in guidance in the early days to ensure professionals are equipped to succeed in the role and have everything they need to make an

impact – and meet what are often very high expectations. It's no wonder then that 40 per cent of hiring professionals say that a risk associated with recruiting a senior leader externally, is that they won't last long in the role.

Penny de Valk, managing director of Penna Talent Practice, comments: "Most people assume that senior professionals will just get on with the job at hand, given the experience they have built up over the years, and fail to recognise how onboarding can help accelerate their performance in a new role. In fact 39 per cent of hiring professionals thought onboarding was better suited to middle managers, with a measly four per cent identifying board level executives as benefiting from such investment.

"Regardless of seniority within the organisation, utilising onboarding coaching can ensure they make an impact as quickly as possible," she continues. "By ensuring new recruits, whether externally hired or internally promoted, have all the knowledge and tools needed to do their job well – the more prepared, engaged and effective they will be."

On the type of onboarding identified as important for senior professionals recruited into new roles, 'having a supportive top team' came up trumps – with 50 per cent agreeing this is imperative. Onboarding can be beneficial here too, as stakeholder management coaching equips the new starter with knowing how to get the most from new colleagues. Induction meetings with key colleagues (39

per cent) and honest feedback, with no information withheld (34 per cent), were also identified as important factors in getting senior professionals up-to-speed quickly. Interestingly, more than one in eight (13 per cent) think access to a predecessor is important.

Penny concludes: "With the average cost of losing an employee being over £30,000, it's surprising that organisations aren't doing more to get senior hires up-to-speed from day one – as a little investment up front, ensuring they have everything they need to get on with making a positive impact, can go a long way. Senior professionals are integral to organisational success and businesses should be doing everything they can to ensure they hit the ground running when stepping into a new role."

Brazil Worries

Fernando Calvet, Ciett board regional representative for South America reports from the Clett&a organisation.

Brazil faces again a period of turbulence in the economic area. However, besides getting out of financial control, with estimated retraction of 2.26 per cent of the BIP (Brazilian Internal Product), worse result in 25 years, the crisis in the country this time is also associated to the loss of credibility of Dilma Rousseff's government, as well as the involvement of

Workers Party (PT) in cases of corruption and administrative improbity.

With companies and consumers trust in decline, the domino effect occurs. The unemployment rate in the second quarter of this year reached 8.3 per cent, the highest results since 2012. Under pressure from the backward movement of the market and increase of production costs, companies are firing and freezing vacant positions. Thus, the situation gets worse as the search for jobs increases and no new openings are created. Families consumption, traditionally the propeller agent of the economy, declined 2.1 per cent in the same period.

In this scenario the private recruitment agencies become essential to reduce the distance between candidates and openings but they don't do it completely due to some restrictions imposed by the outdated Brazilian labour law. Sindprestem and Fenaserhtt, representatives of the sector in Brazil, have tried to demonstrate to the authorities the experiences of different countries, in a scenario of crisis.

In a few days, from September 23rd through September 25th, in Lima, Peru, we will see the XIV Latin American Third Party Congress (XIV Congresso Latino Americano de Terceirização), an opportunity to identify the most serious difficulties for the development of the sector in the region and to project strategies for appropriate actions. ■