McCormick School of Engineering and Applied Science

CO-OP Employer Forum

“Successful Onboarding Practices”

April 27, 2011
Professor William J. White
If You Could Start Your Career Over in a Completely Different Field, Would you?

1. 22%
2. 29%
3. 38%
4. 51%
5. 64%

USA Today Survey
What Percent of Successful Leaders Put Their Organization First?

1. 47%
2. 52%
3. 61%
4. 76%
5. 87%

Spencer Stuart Study
“Nearly ninety percent (of extraordinary successful executives) were described as being concerned about the careers of their subordinates as much as or more than their own careers.”

James Citrin, Partner Spencer Stuart
Thesis

• Servant leadership is valid
• Contemporary media is wrong
• Servant leadership provides sustained success
• But it requires hard work!
• “Rule #1, Get out of bed in the morning. Get up and get going. Go through the day and do the right things. Work hard at your job. Do everything you’re asked to do and more. Don’t worry about what’s going to happen ten years from now.”

• “Rule #2, get up the next day and repeat Rule #1.”

John C. Bogle, Founder Vanguard Group
Transitions

“Transitions into significant new roles are the most challenging times in the professional manager’s life. Fully 70% agreed or strongly agreed that success or failure during the transition period is a strong predictor of overall success or failure.”

Michael Watkins: “The First Ninety Days”
Your On Boarding Success
“From Day One”

• First impressions last
• Being aware of how people perceive you is critical
• Social skills do make a difference
Social Habits

“Smile more than anyone else!”

Thomas Ryder: Chairman Reader’s Digest Assoc.
Social Intelligence & the Biology of Leadership

- Biology: “mirror neurons”
- Create an internal sense of shared experiences
- “Top performing leaders elicit laughter from subordinates on average three times as much as mid-performing managers.”

Social Intelligence: Daniel Goleman and Richard Boyatzis
Social Habits

“Say hello to everyone you meet!”

R. Allan Alday: Assistant Professor at Oklahoma State
COWS WITH NAMES MAKE MORE MILK

For dairy farmers, whether to name their cows may seem like a matter of taste. But it might not be. It could be a business decision.

A study of several hundred British dairies published in the journal Anthrozoöns in March compared responses to a survey about cow treatment with independently collected milk data and found that cows that have names make, in a given year, about 258 liters more milk per farm than anonymous ones—a bump of about 6 percent.

More research is still needed. The possible psychological effects on cows of having a name, for example, have yet to be determined. But the results so far reveal a correlation: “The naming,” says Catherine Douglas, the Newcastle University animal behaviorist behind the research, “reflects the humans’ attitudes toward the cows, and therefore how they behave around them.” Named cows are more often treated nicely, and well-treated, calm and happy cows make more milk. The point, Douglas says, is that it definitely can’t hurt to name your cows.
Social Habits

“Saying: Thank you!”
Frank LaFasto, SVP Organizational Effectiveness Cardinal Health
Summary . . so far

- Find your right job match
- Put others first
- Work hard
- Smile and
- Say . . . Hello and Thank you!
First Boss May be the Most Important Element in Your Success

• Starting on the right foot is critical

• Early positive and negative reinforcement lasts
Delay Gratification

• Relevant experience is more important than early glitter of money and prestige
• Take the learning opportunity
• Expand your contribution
Move Vertically By Expanding Horizontally

• Step forward for the development assignment
• Volunteer for the difficult jobs
  – You can’t fall off the floor
What is the Change in Decision Quality After Sleeping On it?

1. +23%
2. +12%
3. 0%
4. -14%

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Find a Trusted Advisor

• Someone who “cares” about you
• Take a test drive
• Follow their suggestions
• If successful . . repeat
Appraisals

• Ask for feedback with an open mind
• Listen with acceptance
• Reflect
• Take action with determination
• Feedback is a gift!
Where Do Successful Leaders Spend the Most Time?

1. Traditional management
2. Networking
3. Human relations
4. Communications

F. Luthans: Univ. of Nebraska
Networking

• It’s about giving not getting
• Kelley’s work at Bell Labs
• “Knowledge gap”
Managing Your Boss

• Success depends on both being successful
• Understand your bosses’ context, goals, and pressures
• Assess yourself and your needs
  – Watch for counter-dependent or over-dependent behavior
• Develop and manage the relationship
Become a Great Listener

• Recapitulate
• Practice reflective listening
• Use curious questions
• Pretend you are a therapist
Reading, Writing and Speaking

• Reading
  – “In case you missed this”

• Writing
  – Handwritten notes are so out they’re in!

• Speaking
  – Consciously decide when not to fit
Who said: “We are what we repeatedly do, excellence then is not an act but a habit”

1. Pres. Harry Truman
2. Cher
3. Charles Kettering
4. Aristotle
5. Gen. Geo Patton
Summary of Ideas

Hard work  Smile  Thank you!
Make great decisions

“Manage” your boss

Make a contribution to everyone!

Network
Feedback is a gift

Reading  Writing  Speaking

LISTEN

Find a trusted advisor  Delay gratification

Move vertically by expanding horizontally

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Summary of Ideas

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Move vertically by expanding horizontally

CO-OP Employer Forum
Your Extraordinary Career: The "Clueless" Boss

Your Extraordinary Career features proven success strategies and advice for recent graduates and young professionals from William J. "Bill" White, who draws upon a successful corporate career, including as Chairman and CEO of a New York Stock Exchange-traded company. Bill is now Professor at the McCormick School of Engineering and Applied Science at Northwestern University, and author of the career book for young professionals, From Day One: CEO Advice to Launch an Extraordinary Career.

Q: My boss doesn't seem to have a clue about what I do, or if she does know about it, she sure doesn't seem to appreciate it. How can I tell her what a great job I'm doing?

A: Yes, she does know and yes, she
Thank you for listening!