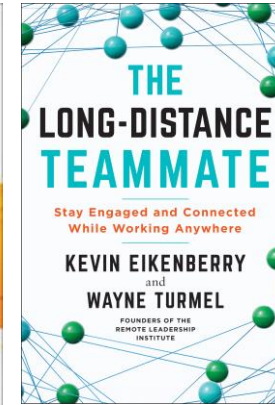
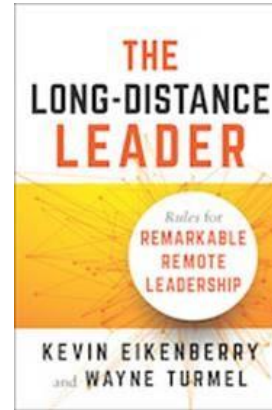


Redefine On-Boarding for a Virtual World

Wayne Turmel, Remote Leadership Institute

About Wayne



- Co-founder of *The Remote Leadership Institute*
- Author: 12 books including *The Long-Distance Leader*, *Rules for Remarkable Remote Leadership* and *The Long-Distance Teammate-Stay Engaged and Connected While Working Anywhere*
- Led remote or partially remote teams for over 25 years
- Worked from home full-time since 2008
- Lives in Las Vegas



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Our Time Together

- The 4 most common challenges of onboarding new remote team members
- How remote and hybrid work impacts teambuilding
- The 3 factors that negatively influence onboarding even partly remote employees, and how to overcome them
- Maintaining effective remote team communication through the onboarding process

So a Hybrid Team Is...

A team comprised of workers in various locations. These can be:

- Full-time co-located workers and full-time remote teammates.
- Teammates who may be co-located sometimes and remote others on irregular schedules
- Teammates who are co-located on specific days.

4 Common Onboarding Challenges for Remote Teammates

- Takes too long to become productive
- Over-reliance on the manager
- Mentor might not be the right person
- Speed learning of mission critical skills

Speeding up Productivity

- Have all paperwork/administration ready to go
- Start with real work as soon as possible
- Mix “shadowing” and actual tasks
- If possible, some on-boarding should be done in person
- Consider “just in time” learning
- Training is an event, learning is a process

Don't Let Them Over-Rely on You

- Shorter, more frequent scheduled check-ins
- Set clear expectations on the “whats” and the “hows”
- Teach them where to go for answers
 - Online
 - People and roles
- Keep “office hours”
- Delegate coaching and assistance to teammates where appropriate

Choosing the Right Mentor(s)

- Tenure is only one factor
- Technical expertise helps
- Multiple mentors can mean
 - More immediate answers
 - Help navigating “office v remote”
 - Not negatively impacting the mentor
- Occasional mentors may sit on other teams or functions
- Who they know is as important as what they know

Preparing Mentors

- Divide the duties between remote and in-person people
- Set expectations and structure mentor time
- Build it into mentor's schedules
- Debrief with mentors

Help Them Network and Build Relationships

- Don't rely on group/team meetings for communication
- Engage them with the full team early
- Make them feel and be welcomed
- Shared learning sites on Teams or Slack
- Share their “wins” with the team

The Most Important Thing to Do Early

- New hires schedule 30-minute one-on-one video or in-person conversations with every team member.



Incorporating New Members Into Hybrid Teams



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Common Hybrid Team Mistakes

- Hard to be “one team.”
- Pre-Covid, systems defaulted to the located teammates.
- Leaders tend to manage by line-of-sight.
- Shadowing and orientation tends to happen only with home team.
- Agreeing on when/how to meet in person.

Avoid “Mom Likes You Best” Syndrome



Systems Favor the Home Team

- Build interaction into hybrid meetings
- People in the office don't have webcams
- Information gets rolled out locally first, then to the remote team
- Delegation often follows the manager's eyes
- Onboarding new hires should include more than the in-office folks

Re-Building and Existing Team

- Everyone needs to know the plan.
- Set clear expectations around communication.
- Set clear expectations around processes and technology.
- Create opportunities for small group/cross location work.
- People in the office have webcams and use them.
- Getting together matters.
- Don't create exclusionary activities

Reconnecting

- Build in time for small group work
- Encourage every team member to spend time with the others
 - What has happened over the past year?
 - Life changes?
 - What is their plan for in/out of office?
 - What are their concerns?
- Assign cross-function/location tasks
- Discuss and agree to processes for inclusion/collaboration

Questions to Ask Yourself

- What are your biggest concerns about this person's capability?
- Who are the right mentors?
- What did the last person contribute to the team that needs to be replaced?
- What wasn't working that the new person can provide?

Questions to Ask The New Hire

- What should you know about their life/circumstances?
- What are their biggest concerns?
- How do they envision their work?
- What did they do at their previous job that might be valuable?



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Free Half-Hour Consult with Wayne

- Email wayne@remoteleadershipinstitute.com
- To get on my calendar directly use <https://go.oncehub.com/WayneTurmel>

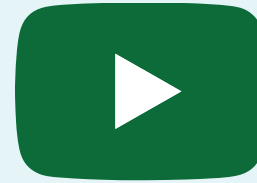
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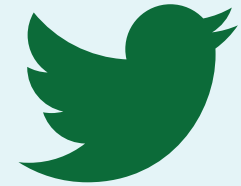
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