

A horizontal banner with a blue background on the left and a tan background on the right. The blue section contains a white cloud icon and a white rounded rectangle with the text '#NALP ANNUAL'. The tan section contains the text 'ANNUAL EDUCATION CONFERENCE' in white, '— April 18 – 22, 2017 —' in a smaller font, and 'SAN FRANCISCO, CA' in a larger, white, sans-serif font. On the right side of the tan section is a white line-art illustration of the Golden Gate Bridge.

#NALP ANNUAL

ANNUAL EDUCATION
CONFERENCE
— April 18 – 22, 2017 —
SAN FRANCISCO, CA

You Had Me At Hello: On-Ramping for Organizational Stickiness

Tammy Dain, West Coast Lead, Talent (Axiom)

Melanie Priddy, Senior Director, Diversity & Professional Development
(Crowell & Moring LLP)

Vivian Wexler, Director of Talent Management (Vantage Partners)



2017 NALP ANNUAL EDUCATION CONFERENCE

APRIL 18 – 22, 2017 • SAN FRANCISCO, CA

APRIL 18 – 22, 2017 • SAN FRANCISCO, CA

Agenda

- Principles of On-Boarding and Best Practices
- Entry-level On-Boarding: What REALLY constitutes hello?
- Lateral On-Boarding and Integration: Secrets to Success
- Takeaways from Other Industries: Getting it Right

CFO asks his CEO, “What happens if we invest in developing our people and then they leave the company?” CEO answers, “What happens if we don’t, and they stay?”

Impact of On-Boarding on Retention

- More than ½ of new hires fail within the first 18 months
- 46% of new hires leave within the first 18 months at a new job
- 22% of staff turnover occurs within the first 45 days of employment

Source: Leadership IQ study of 20,000 new hires

The Business Case for Retention

- Cost of hiring (advertising dollars, screening & interview time)
- Cost of onboarding (training & management time)
- New employee takes 1-2 years to reach productivity of existing person
- Lost engagement for remaining employees
- Cost of training (10-20% of employee salary in training)
- Cultural and morale impact



4Cs: Best Practices for Onboarding

Compliance

- Rules and Policies
- Requirements

Clarification

- Clarity of expectations
- Roadmap for success

Culture

- Formal and informal norms
- Cultural modeling

Connection

- Enthusiasm
(warmth/welcome)
- Purpose
- Interpersonal integration

Components of Successful Integration



Entry-Level Onboarding



I love you. You... complete me.

You had me at "hello".

Entry-Level Onboarding: Communication


- 4Cs: Connection and Culture
- Mind the 3L Gap
 - Common firm practices
 - The mind of the 3L
- Best practices in bridging the gap
 - Crowell & Moring approach
 - Axiom waitlist and online mini-site



Entry-Level Onboarding: Communication



HAVE A REFERRAL? [CLICK HERE](#)

 Home

 Axiom Business Teams

 Need to Know

 About Axiom

 Who To Contact

WELCOME TO THE

LAUNCH PAD



Welcome to the Launch Pad! We are thrilled to have you on board and well on your way to becoming an Axiomite. The intention of this site is to give you additional tools and information that may be useful as you get ready to embark on your first engagement. From benefits overviews and reminders on who's who at Axiom, to refreshers on what we are all about, we think you will find the answers on all of your questions here.

Can't find what you need, have a question, or perhaps a great suggestion? Don't hesitate to reach out to us [here](#).

Entry-Level Onboarding: Technology

- Staying in touch via technology
 - There's an app for that!
 - E-newsletters
- Social media options
 - How are firms using this?
 - Additional possibilities:
 - LinkedIn Groups and passive connection
 - Blogs? Twitter? (Also share: big news about incoming associates too!)

Entry Level Onboarding: Ideas from Industry...



- Creating connection via Google Hangouts
- Instaculture with Instagram
 - Proud of your firm culture?
 - Memorable events?
- Snapchat
 - Stories (Events, award ceremonies)
 - Highlights of activities at firm

Entry Level Onboarding: Geographic Diversity

- Culture and Connection for geographically diverse organizations
- Bring them together, keep them together
- Lessons in continued connectivity and benefits for integration
- Case study: No physical plant

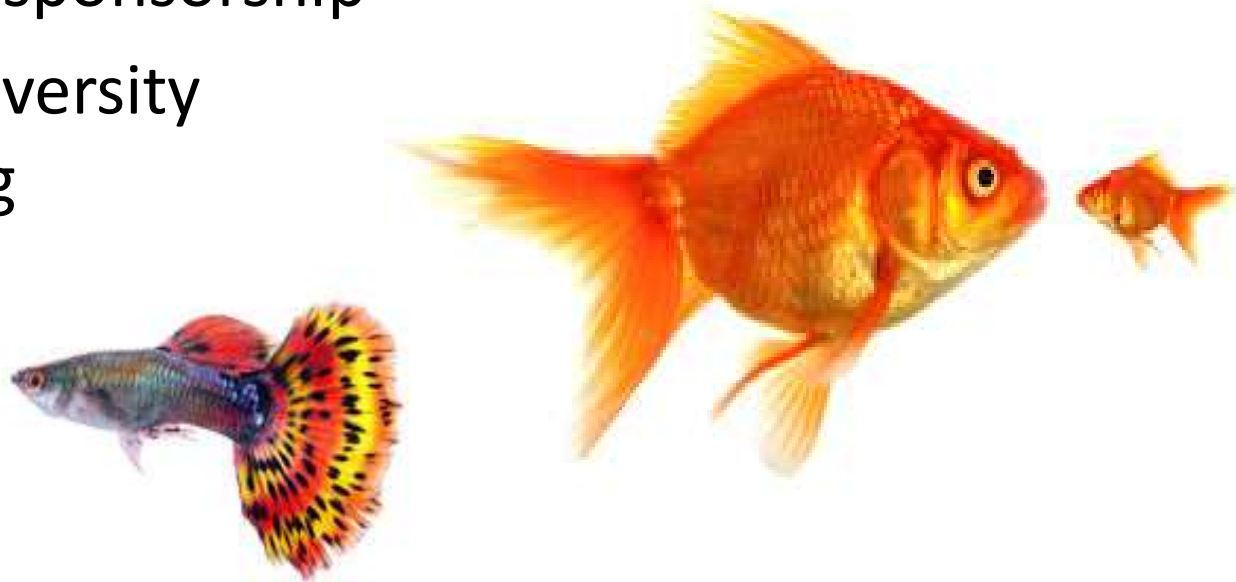


Entry Level Onboarding: Training Considerations

- Training across global offices
- Starting new associates off with support
 - Attorney partner approach (PD Coach, Axiom Manager)
 - Partnership with McKinsey
 - Consulting model (project coach)
- The case for revisiting fundamentals training following practical application
- Importance of level appropriate instruction

Entry Level Onboarding: Effective Integration

- Mentorship revamp
- Peer/peer and Early-career/Experienced pairings
- Buddy system
- Reassessing sponsorship
- Managing diversity in mentoring



4Cs and Lateral Onboarding



Lateral Onboarding: Culture & Connection

- Enthusiasm, warmth, and strategic interpersonal connections
- Cross-office staffing where appropriate
- On-site visits to other offices
- (Organizational) cultural intelligence and support structures
- Alienating acronyms and jargon
- Rules of engagement
- Competencies for organization

Lateral Onboarding: Compliance & Clarification



- Modeling high potentials and success profiles
- Well articulated policies with appropriate, in-depth training
- Costs of uncertainty
 - Anxiety
 - Inefficiency and lost time
 - Reputational

Lateral Onboarding: Supporting Success

- Managing the action imperative
- Creating early wins for new laterals
- Structured training time
- Group training time
- Bar leave best practices



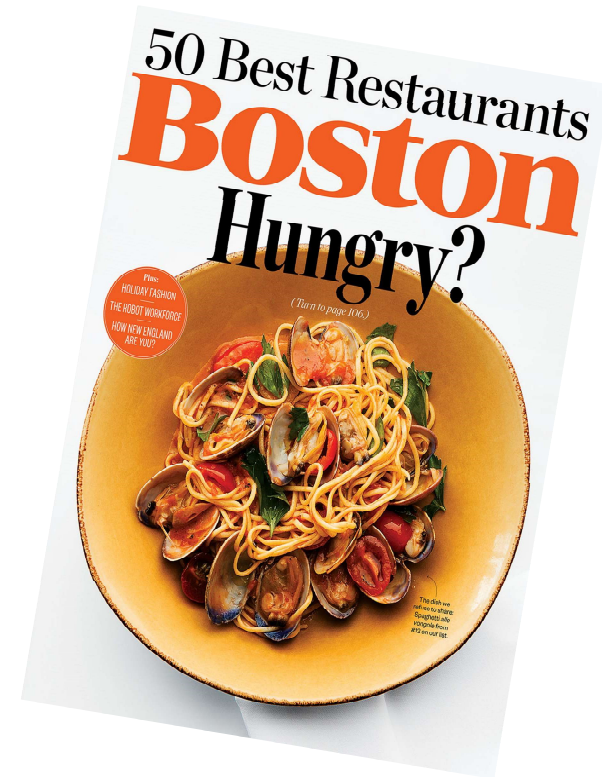
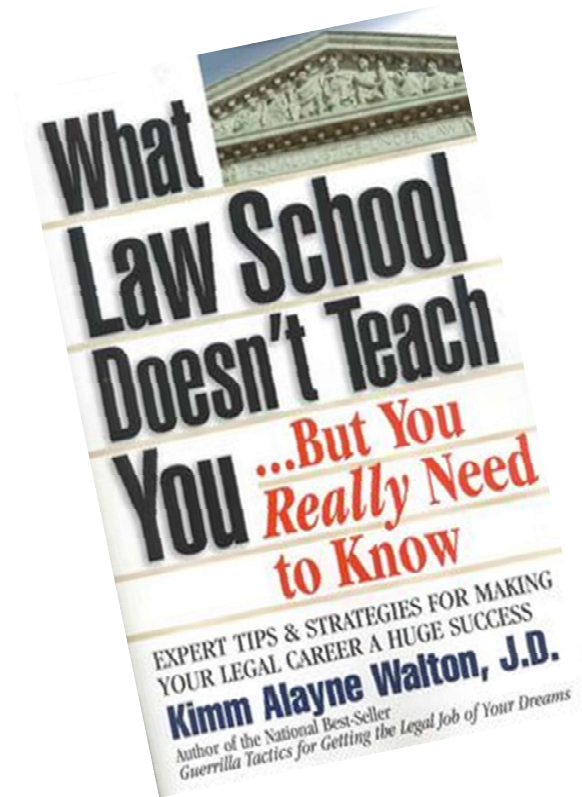
Onboarding and Stickiness

- Company vs. Cohort- what can you do?
- Understand your brand
- Generating enthusiasm for your organization
 - What makes YOU proud?
 - What makes people happy to work there?
 - Remember Maslow



Serious *fun*. Loyal friends.
Strong *character*. Personal growth.
Professional satisfaction. Team player.
Clients rock. Colleagues rule.
Work / life. Win / win.
Join us.

Onboarding Lessons from Peers



Onboarding Lessons from Industry

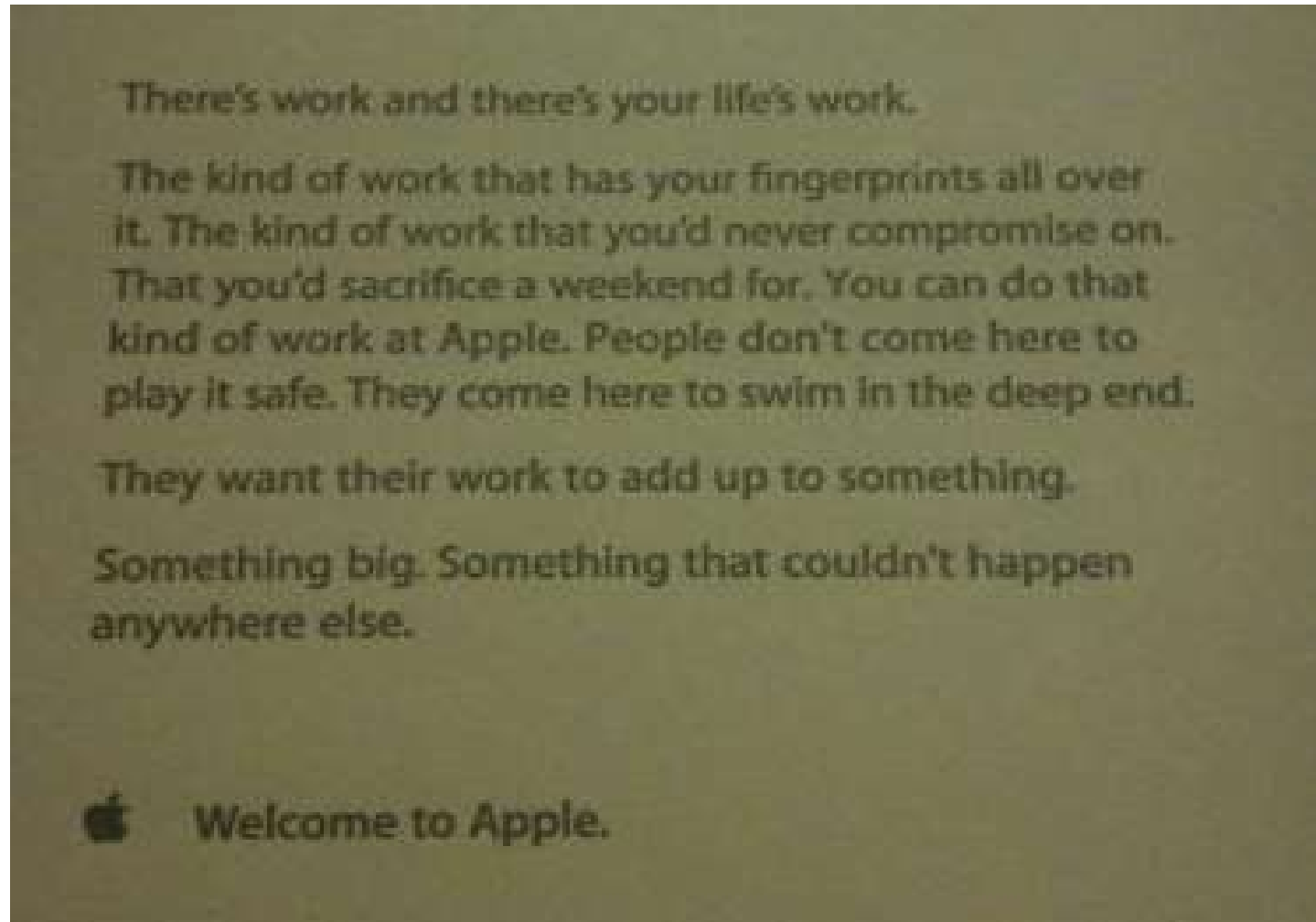
The screenshot shows a Trello board for 'Onboarding for New Hires' at Fog Creek Software. The board is organized into six columns:

- Before First Day:** Includes tasks like 'Email newhires@', 'Remote Location to Lena', 'Team Lead Reaches Out', 'Email a 'Before First Day Checklist'', 'Sysadmin Checklist', 'Create New Hire Folder w/ Paperwork', 'Add Start Date to Office Calendar', and 'Travel Itinerary (if necessary)'. It also has an 'Add a card...' button.
- On First Day - First Week:** Includes tasks like 'Check out our Wiki Employee Handbook', 'What to do when things go wrong', 'Add your "You" card in the "Who's Who" list in the main Onboarding for New Hires Trello Board', 'Get Added to Appropriate Calendars', 'Get A Metro Card', 'Get Added to Appropriate Trello Boards', 'Join chat.fogcreek.com', 'Fill in Paperwork', 'Get A Tour', 'Espresso Training Gets Scheduled w/ Joel', 'Bluro Gets Sent Out to "All" about You', 'What the heck is "ourdot"?', 'Get Building ID', and 'Get Added to the "55 Brooklyn Circle Doc'.
- Done:** A central column with an 'Add a card...' button.
- Can I Have?:** Lists items like 'Equipment / Desk / Headphones / Software', 'Plants', 'Books', 'Swag', 'A New Snack', 'An Office Phone', 'A Bike In The Office', 'Friends Visit for Lunch', 'Work From Home Supplies', 'Packages Delivered Here', and 'Packages Shipped From Here'. It also has an 'Add a card...' button.
- Who Do I Talk to About?:** Lists topics like 'Changing the Temperature In Here', 'Expense reports, My Pay-stub, Changing my 401K', 'When I'm Concerned About Something', 'DevTools (i.e., FogBugz & Kin)', 'Trello', 'The Lunch Menu', 'Hiring', 'Support', 'Sysadmin Stuff', 'Company Goals', 'Sales', 'Marketing', 'Brewing Beer In the NYC Office', and 'FancyHands'.
- History Behind...:** Lists various office-related topics like 'Our Office Locations', 'Aardvark'd', 'Why We Don't Vote Up On Hacker News or on Reddit', 'Our Town Halls', 'Weekly Kiwis a.k.a State of the Kiwi', 'Kiwi Statues', 'The Shower Room, Why Can't We Use It', 'Bucket Brigade', 'CityDesk', 'Private Offices', 'Make Better Software', and 'Stack Exchange'.

Onboarding Lessons from Industry



Onboarding Lessons from...Apple



Questions?



Contact Information

Tammy Dain

West Coast Lead, Talent

Axiom

415.343.1072

Tammy.Dain@axiomlaw.com

Vivian Wexler

Director of Talent Management

Vantage Partners

617.904.7856

vwexler@vantagepartners.com

Melanie Priddy

Senior Director, Diversity &

Professional Development

Crowell & Moring LLP

202.624.2748

mpriddy@crowell.com