

#### Introduction

The recent move to hybrid working has impacted nearly every facet of our professional lives, and learning, training, and development are no exception.

If the Great Resignation has taught us anything, the employee experience is vital to procuring and retaining top talent.

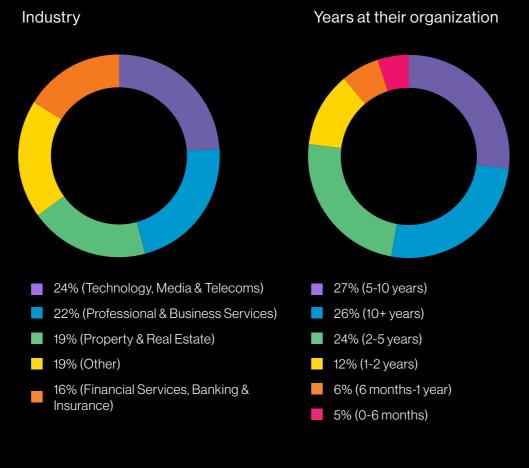
The employee experience begins at the recruitment and onboarding stage. We spoke to leaders from over 100 organizations globally about how they are approaching the desire for more connection, integrating multiple generations, and providing learning and mentorship opportunities from Day One.

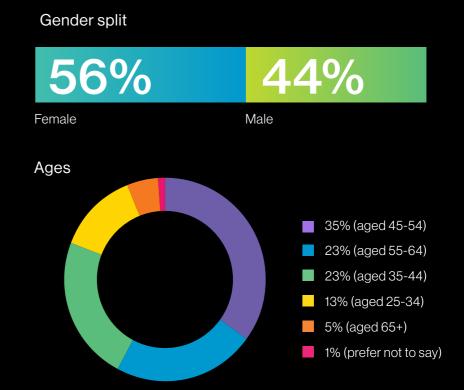


### Methodology

We partnered with CoreNet Global to survey leaders from over 100 organizations globally. Respondents were senior managers and directors in Australia, Canada, France, Germany, Hong Kong, India, Ireland, New Zealand, Singapore, South America, The Netherlands, United Kingdom, and the United States.

#### Who did we survey?









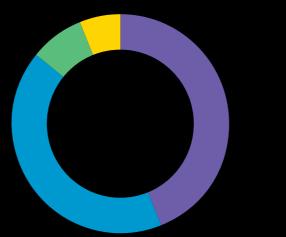
**Insights** 

The Day One experience

Hybrid onboarding is more common than ever, but over 25% don't feel confident welcoming new starters remotely.

Most companies today have hybrid onboarding processes, with 86% of respondents noting that they're conducting onboarding hybrid either mostly in the office or mostly remotely. However, 1 in 4 respondents don't feel confident welcoming new starters remotely.

How is your company conducting onboarding today?



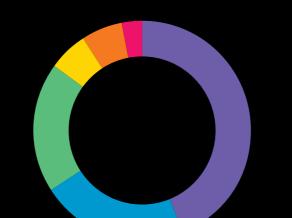
44% (hybrid – mostly in the office)

42% (hybrid – mostly remote)

8% (all in the office)

6% (all remote)

How confident, or unconfident does your company feel in welcoming new starters working remotely?



44% (fairly confident)

22% (not very confident)

■ 19% (very confident)

6% (not at all confident)

6% (don't know)

3% (N/A – did not welcome new starters)

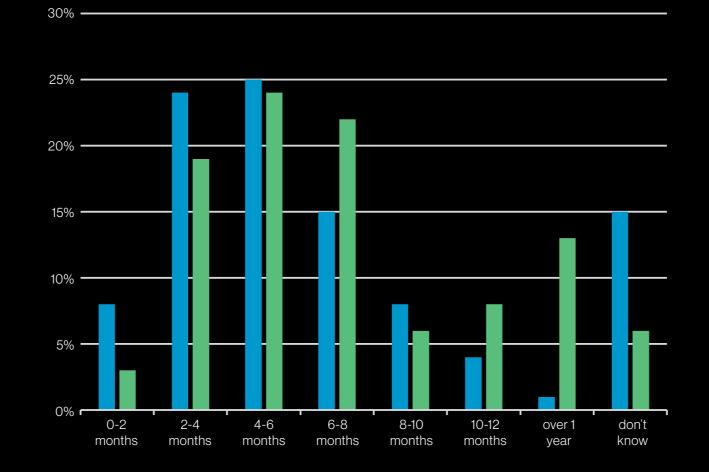


#### It takes longer for new employees to become fully proficient in their roles today than it did before the pandemic.

We can also see the impact of hybrid and remote onboarding when we look at new hire proficiency. When we asked our respondents how long it took before the pandemic for new hires to become fully proficient in their roles, 49% said it took 2-6 months. However, when asked how long it takes today, most respondents (46%) said it now takes 4-8 months for new hires to become fully proficient in their roles.

This suggests that companies with a hybrid onboarding process may not feel confident in the success of that process and that hybrid onboarding may be contributing to the length of time it takes for new hires to become fully skilled in their roles—ultimately impacting productivity.

How long did/does it take new hires to become fully proficient in their roles?



- Before the pandemic
- Today

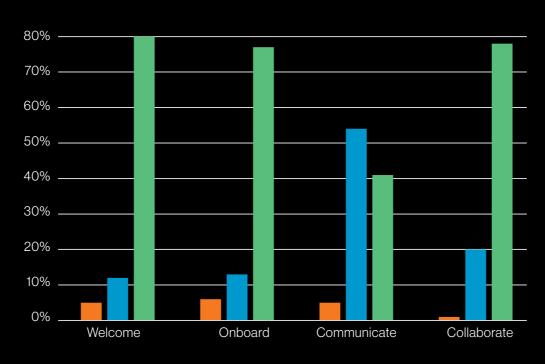


#### It's easier to welcome, onboard, and collaborate in the office.

Most respondents (86%) noted that their company has a hybrid onboarding process. However, over 75% of respondents also said it was easier to welcome, onboard, and collaborate while in the office.

When asked to identify the top three biggest people challenges their company has faced in the past year, the most common response was lack of talent for key positions (43%), followed by colleague engagement and retention (34%), and then feeling socially disconnected from colleagues (33%). As companies look for talent to fill roles, it's critical to onboard and train new hires so that they feel connected to peers, mentors, and the company—which our survey suggests may be easier to do in the office.

In general, does your company find each of the following scenarios easier to do when at home or in the office?

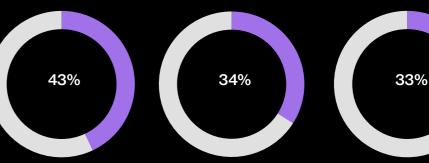


Easier or much easier at home

The same

Easier or much easier in the office

What have been the top three biggest people challenges your company has faced in the past year?



Lack of talent for key positions

Colleague engagement and retention



from colleagues





**Insights** 

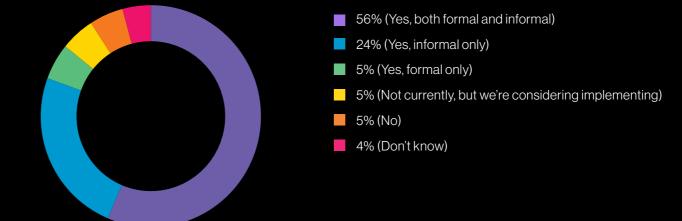
Learning & mentorship

#### Mentorship programs in the digital age require connecting both in the office and online.

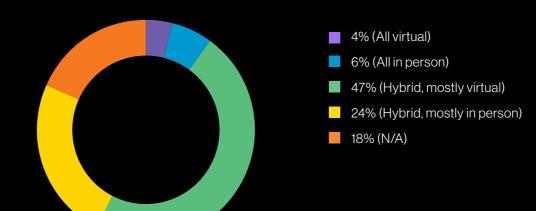
The majority of respondents surveyed (85%) work for companies that already have a mentorship program in place. Respondents noted that most of these programs are hybrid, mostly virtual (47%). However, we know that 33% of respondents noted that feeling socially disconnected from colleagues was one of the biggest people challenges their company faced in the past year.

This connection to colleagues, coupled with ongoing recruitment challenges, is an opportunity for organizations to create a mentorship program that goes beyond checking boxes. Employees today are missing the tacit knowledge transfer that in-person learning and mentoring provides. By working close to others, new and existing employees can connect with an organization's brand, mission, and clients.

Does your company have a mentorship program?



How would you best describe your company's mentorship program?

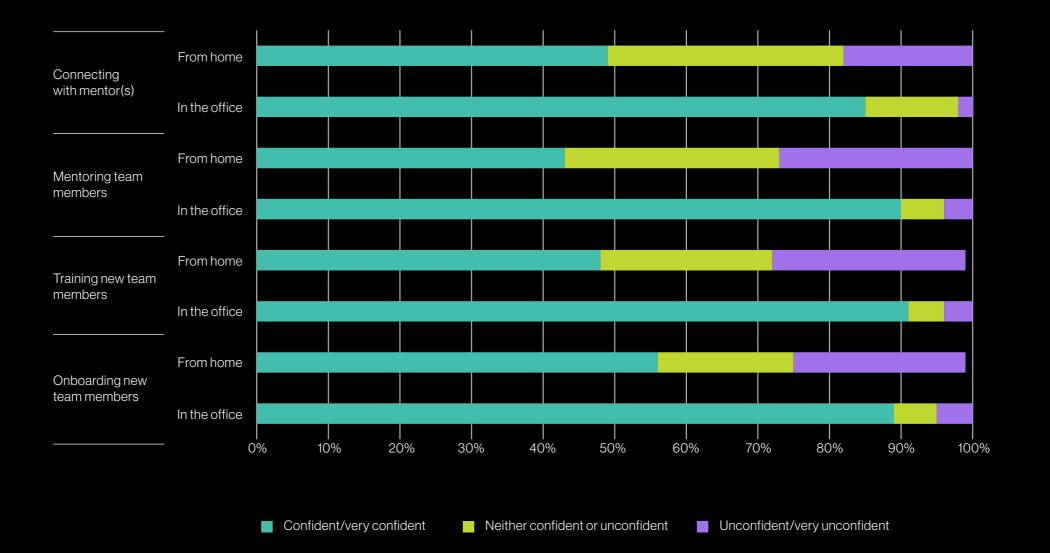




## Training and development programs will encourage more people back to the office.

As many companies are struggling to bring people back to the office, a culture of learning and development can motivate people to come in. 90% of respondents noted that their companies felt more confident mentoring team members from the office versus 43% who felt confident mentoring team members from home. And according to our separate Reluctant Returner research, 72% of workers said access to training and development programs would encourage them back to the office.

How confident, or unconfident, does your company feel doing each of the following?

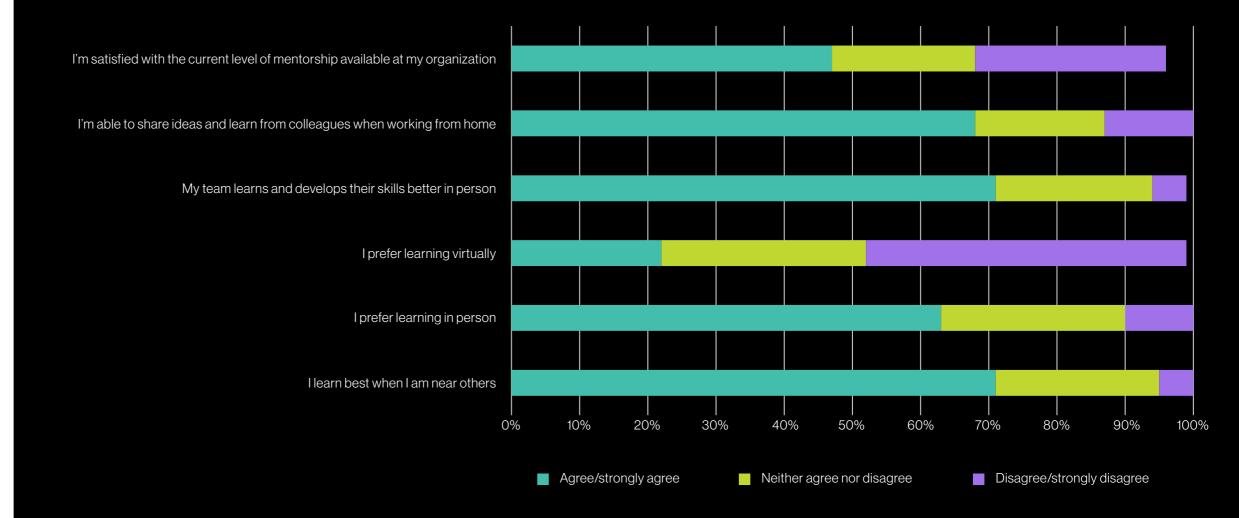




## Spaces for formal and informal learning and development can lead to a more engaged workforce.

Not only do younger generations benefit from in-person learning and development, but with 71% of respondents saying they learn best when they are near others, tenured employees also see the power of in-person learning. Creating spaces in the office for formal training as well as informal development can build and strengthen relationships and energize employees—leading to a happier, more engaged workforce.

To what extent do you agree or disagree with the following statements about learning/development?





# A workplace that enables learning and development will create a more engaged, productive – and committed – workforce.

Connect with our experts to learn how you can create spaces for learning and mentorship.

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