litmos

How to Know When It's Time to Re-Onboard

Organizational change can lead to employee disengagement and turnover. Assess whether your company needs a re-onboarding program to help employees re-align with core organizational values and goals, or get re-engaged with their roles.
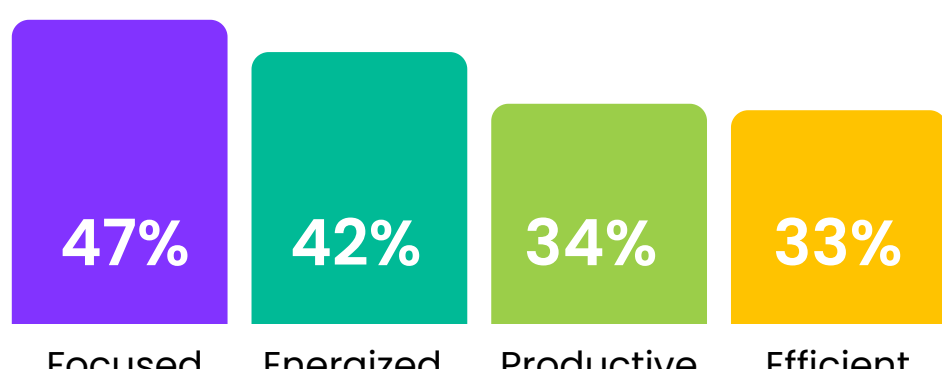
What is Re-Onboarding?

An organization executes a company-wide "re-onboarding" strategy to align employees to their company's new leadership, products, values, or addressable markets. This form of onboarding occurs during times of organizational change, such as a merger or acquisition, a change in leadership, or a shift in the company's cultural values or market strategy.

Both are forms of re-onboarding meant to keep existing employees engaged and aligned with company's culture and values, to reduce turnover and maintain morale.

What is Re-Recruitment?

A manager implements an individual "re-recruitment" strategy to retain a disengaged or dissatisfied employee. This is a type of re-onboarding that can be especially useful during times of organizational change, such as an acquisition, a change in leadership, or a shift in the company's cultural values or market strategy.

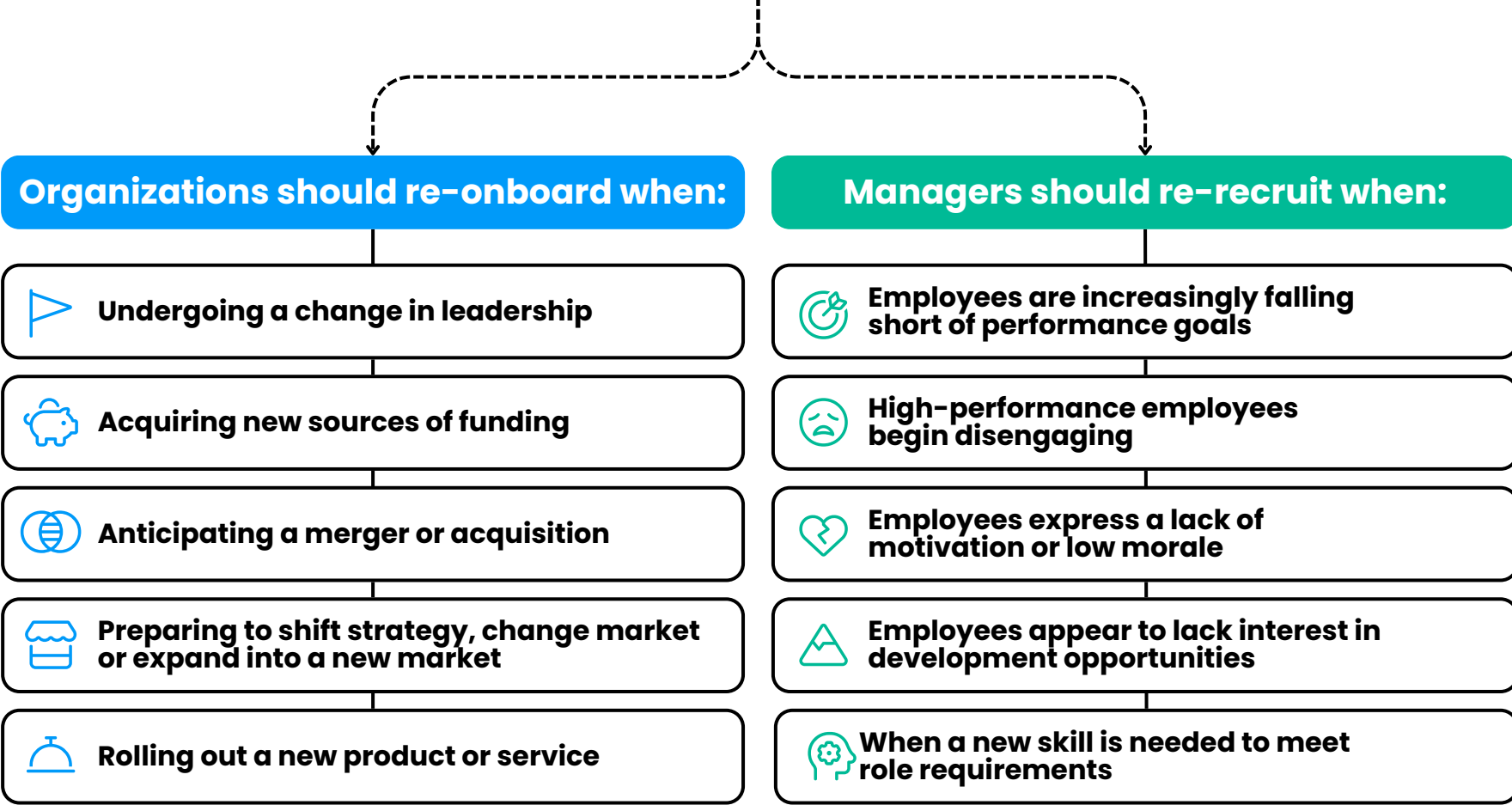## Re-onboarded employees reported feeling more:

- **47%** Focused
- **42%** Energized
- **34%** Productive
- **33%** Efficient

Paychex

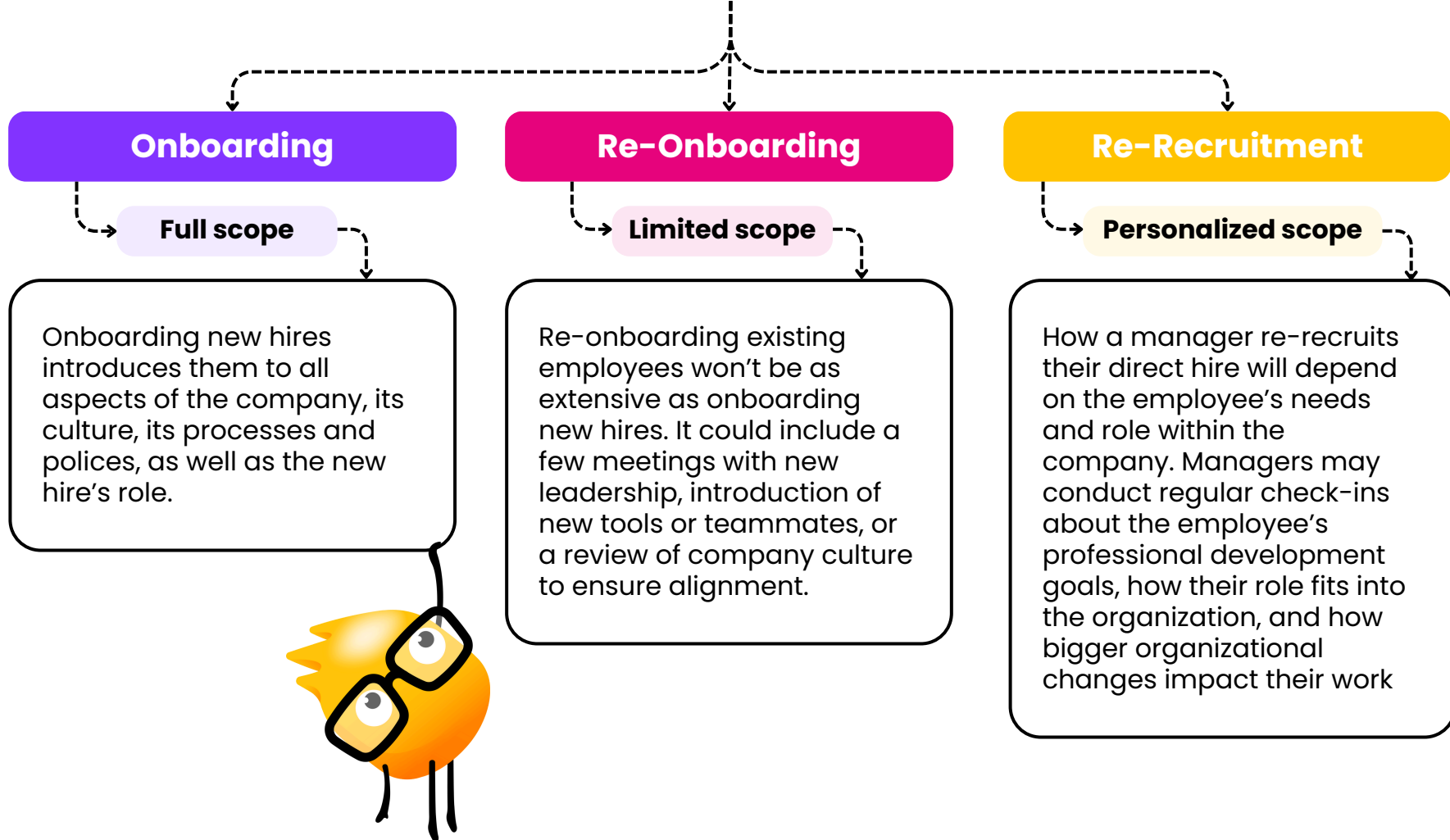Companies that practiced re-onboarding also reported an increase in employee retention

43%

Identify moments to engage

When does an employer begin re-onboarding or re-recruitment? Here are some key moments that organizational leaders and frontline managers should be watching for:

Organizations should re-onboard when:

- Undergoing a change in leadership
- Acquiring new sources of funding
- Anticipating a merger or acquisition
- Preparing to shift strategy, change market or expand into a new market
- Rolling out a new product or service

Managers should re-recruit when:

- Employees are increasingly falling short of performance goals
- High-performance employees begin disengaging
- Employees express a lack of motivation or low morale
- Employees appear to lack interest in development opportunities
- When a new skill is needed to meet role requirements

Differences Among Onboarding Types

Onboarding
Full scope

Onboarding new hires introduces them to all aspects of the company, its culture, its processes and polices, as well as the new hire's role.

Re-Onboarding
Limited scope

Re-onboarding existing employees won't be as extensive as onboarding new hires. It could include a few meetings with new leadership, introduction of new tools or teammates, or a review of company culture to ensure alignment.

Re-Recruitment
Personalized scope

How a manager re-recruits their direct hire will depend on the employee's needs and role within the company. Managers may conduct regular check-ins about the employee's professional development goals, how their role fits into the organization, and how bigger organizational changes impact their work

Strategies for re-onboarding and re-recruitment

There are many ways to re-engage employees during an organizational change, on an individual and company-wide level. Here are a few levers for boosting engagement:

Develop an Individual Development Plan (IDP)

Make employees feel excited about their contributions and help them see that they have a future at your organization, by creating an IDP that identifies their career goals, opportunities for growth, and the training or resources they will need to develop. Providing an employee with a stretch project or on-the-job (OTJ) training can be an opportunity for employees to prove themselves and build confidence.

Cultivate Mentorship

give employees an opportunity to develop leadership skills by encouraging them to mentor colleagues. This fosters a culture of continuous learning and makes employees feel more invested in the success of their teammates.

Employees who participate in mentoring programs were **49%** less likely to leave their employer.

Forbes

Facilitate self-directed learning

Empowering employees to explore their own interests or expand their skill set can be a powerful tool for re-engagement. This can be as simple as setting up an easily searchable learning library, enabling an AI chatbot that helps employees find new courses, or allocating a certain number of hours in the work week to employee learning.

74% 74% of workers surveyed in Germany, India, China, the UK, and the U.S. believe its their own responsibility to upskill.
PWC

31% In a separate survey, 31% of workers expressed a desire to have more control over their training.
SRHM

Re-evaluate compensation

During times of growth or change, employees want to know that their work and expertise are valued. During Annual Compensation Reviews (ACRs), consider setting aside budget for additional professional development or a salary increase, when appropriate.

Keep the lines of communication open

Schedule regular anonymous surveys to gauge employee sentiment, while also building other informal or personal feedback mechanisms into your employee experience. Managers who are concerned about employee engagement should be checking in regularly before, during, and after a re-onboarding process, to monitor the employee's progress and identify more opportunities for engagement.

www.litmos.com