**Note: 2 Pics enclosed below(quoted people)**

**Why managers should train new recruits**

**Sridhar Prasad Sachidananda**

Why must managers train and orient new recruits? Many companies imagine that the new hire is well trained and ready to deliver. This notion is explained away by the plausibility that the newbie came across as having prior experience and skills required for the job during interviews.

In fact, former Intel CEO Andy Grove insists that the training must be done immediately after onboarding; by the Johnny-come-lately’s manager and not left to others in the organization like HR.

Before we understand what, why and how, it is important to know that training is generically of two types—functional and cultural. The new hire needs to be trained across two dimensions—competence and attributes. Competence builds expertise. Attributes define conduct.

**Functional Training**

Functional training prepares the new-kid-on-the-block to fulfill his key responsibilities (Key Result Areas-KRAs). Irrespective of how good a fitment the new hire appears for the role during the interview, he needs to internalize the company’s unique processes, products, customers, and organizational design. Functional training builds competence for the job.

Without functional training, the new hire is all at sea, often wasting time on gleaning the rudiments of his daily tasks when he expected to deliver as per stringent turnarounds. He is work in progress for longer than tolerable. He lacks the competence required for the job and becomes a drain on the company’s time and resources. He is not to blame for it. His managers are.

**Culture Training**

The company’s culture is its kernel. It determines how employees treat each other and communicate. It lays down commandments on how to value customers, and how individual and team achievements are rewarded. Culture training builds attributes—like result orientation, communication, general attitude towards work.

The company’s ethos is what makes employees high performing or mediocre; innovative or mundane; hardworking or lackadaisical. Knowing the company’s culture enables the new hire to find his place in the larger organizational design sets boundaries and expectations and creates a sense of belonging.

Culture is the collective conscience of the company. Culture training should be imbibed in the new hire as soon as possible. There are seldom manuals for this kind of training. Culture training is most effective when senior executives take time off to train the new hires themselves by sharing their experiences of serving the company for many years.

**Why managers?**

That said, managers and not HR should invest heavily in training new hires. The justification is straightforward- productivity. According to Dr Grove— “Training is quite simply one of the highest leverage activities that a manager can perform.”

If the manager spends three hours preparing the training material for an hour’s lecture, it is 12 hours of work for four sessions for a group of 10 employees. The trained employees are likely to spend 20,000 hours working for the company in a year.

This translates into 200 hours of high output, productive work (in exchange for your 12 hours) if the performance of the team improves by one percent! Can you argue against logic like that?

**CEO speak**

“Any business leader who is invested in the long-term health of the organization must spend some of their time training new recruits. Not all knowledge of the company's policies, processes and ways of working are explicit. Much of it is implicit 'tribal' knowledge that is passed on from leaders down to employees in interactions,” says Padmaja Narsipur, Founder CEO of Clearly Blue Digital.

Padmaja’s Bangalore-based company is focused on social media marketing, video creation, secondary research, graphic design, digital marketing and instructional design for clients across India and overseas.

“Also, leaders, by the very fact that they are involved in training, showcase that the energy and vitality that new employees bring in is important for the organization - which it is! In fact, a steady stream of talented, energetic 'fresh blood' is crucial for organizational growth,” Padmaja adds.

“Every company is unique in its culture & values, products & services and how it engages and interacts with clients and partners. It is vital for senior leadership to invest time in training new employees across all these aspects. It is an opportunity for new recruits to get to know senior people in the organization, feel confident and competent in their roles. Through the extensive training sessions, the new employees integrate into the organization,” says Manjunatha K G, Founder & CEO, Kenscio (Aghreni Technologies).

Manjunatha’s company Kenscio is Bangalore-based with a global office in Los Angeles and focuses on digital marketing for clients across India and overseas. As a leading marketing and technology-driven organization, Kenscio offers cloud-based digital marketing in Email, SMS, Push and WhatsApp and many other platforms.

“When trained by senior leaders, new recruits will work with the teams effectively. This leads to higher customer satisfaction and loyalty. Overall, it can lead to a more skilled, engaged, and productive workforce. We practice this at Kenscio. Every new recruit begins work with me,” Manjunatha adds.

**ENDS>**



**Padmaja Narsipur, Founder CEO, Clearly Blue Digital**



**Manjunatha K G, Founder & CEO, Kenscio (Aghreni Technologies).**