



“

Form follows function-that has been misunderstood. Form and function should be one, joined in a spiritual union.”

- FRANK LLOYD WRIGHT

Redesign of new employee joining process for one of the top 10 IT companies globally.

Case Studies of Company

The Ask

How Might We assist the HR team to transform the new joiner process so as to reduce the number of escalations, improve experience and improve the brand image.

Problem Statement and Discover

Ideate

Co-create

Outcome





Problem Statement and Discover

- Escalations are happening to the CEO regarding the experiences the new joinees have to undergo not only at analyst levels but at senior management levels also. This is impacting brand image and the ability to attract new talent.
- On an aggregate 20 to 30 days of non productive time is spent in onboarding the new joinee.
- The stakeholder journey mapping was conducted by team members across multiple departments-recruitment, HR, IT and Training.
- Multiple interviews to assess the current experiences and expectations we conducted as a pilot.
- Insights- lot of time was spent the process just waiting as most of the steps were sequential in nature.
- HMW proactively conduct onboarding activities in parallel so that employee onboarding is completed in 8 days.

Ideate

- Ideation sprint using 7 / 3 / 5 technique resulted in a more the 120 ideas generated by the team.
- These ideas were then enhanced using the Innovation probes and Multiscreen diagram. These were now more future looking ideas.
- TRIZ contradiction framing technique was also used to identify resistance to change and how to mitigate these.
- The theme and concept of the improvement was - create agility in the process by simplifying steps and making them parallel.



Co-Create

- A complete re- design of not only the process but the infrastructure, and ambience of the rooms used for onboarding was carried out.
- Pilots were conducted in various process areas like the experience on each day of the first week of joining.
- Complete roll out for batches joining soon followed.

Outcome

- Average onboarding time reduced by half and the satisfaction scores jumped up by 30%.
- Improved speeds help the organization to get employees work on productive tasks faster thus saving around INR 15 MN annually.

About QGLUE

QGLUE uses design-led practices to help businesses build services that people love and impact the world around us. Using a human centered approach, QGLUE equips people to solve wicked problems by helping them reach a solution that is not just right, but also desirable. We facilitate innovation that makes the world better designed and people happier.

QGLUE undertakes Design Coaching, Innovation on Demand, Briefings for Senior Management and Culture Change Workshops to equip businesses to become design-led.

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