



## **Socializing new team members**

**Why a socialization assessment is imperative for employee and organizational success**

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## INTRODUCTION

For too long, the burden of on-boarding has been placed in the hands of the supervisor and the employee. HR plays a key role in the recruitment process, legal requirements, and orientation, but what happens after that? Employees are frequently left to figure it out on their own. This individual method has been called an isolating experience, leaving new team members to figure it out on their own.

Organizational socialization provides a different approach that makes assimilation a partnership between the employer and employee, thereby ensuing success through a thoughtful methodology based on what the employee needs. If you're an HR or OD professional seeking a new a better way to engage with your team members from day one, consider a structured socialization approach. Archetype Learning Solutions has developed a unique, one-of-a-kind tool to help everyone succeed.



## PRODUCT/SERVICE/METHODOLOGY

The socialization framework journey was the result of my dissertation, exploring the universal dissatisfaction of nurses. Socialization provides a more thoughtful approach to traditional on-boarding and is known to increase job satisfaction by providing a structured process in which new team members can more easily and effectively assimilate new knowledge and organizational nuances. Role stress, known to be a significant contributor to dissatisfaction, is reduced, while overall organizational commitment is increased.

Initial research used a qualitative, interview approach to understanding some of the challenges facing nurses. Now, an assessment tool that can be used by any organization to identify gaps in new team member experiences from the macro-environment or industry context, the micro-environment or organizational content, and the overall organizational culture – or those unwritten things that determine our success or failure.

Research included 20 nurses from career-entry to 30 plus years and has now extended into the larger environment. The facts remain: a structured and thoughtful process ensures a much more committed team member, who puts the success of the organization first.

Sadly, too many in our modern organizations do withhold information.

# KEY FINDINGS

## Key Findings #1



**A lack of adequate knowledge transfer was prevalent among veteran nurses.** It was reported by participants that they would stand around and watch as novice nurses or new team members struggled to find information or tools necessary to do the job or perform their role.

*“Staff was not supportive or caring, no one was there to help me. It was a tremendous personal liability”*

## Key Findings #2



**Role stress was consistent in nursing, contributing to anxiety and a reduction in critical thinking.** Participants consistently reported that role stress among the study sample was high, leaving them confused and conflicted about the role.

*“Different physicians all had different expectations; it was difficult to care for patients in these conditions”*

## Key Findings #3



**Mentoring is the key to success.** Results of the study confirmed that solid mentoring, an important part of effective socialization, was the key to new member assimilation. Mentoring reduces dissonant expectations, while increasing both job satisfaction and organizational commitment. The role of mentors alleviates the loneliness of entering a busy organization as well as assisting with organizational integration. This is especially true of junior or new members in any organization or role.

*“As a new nurse, I was mentored by a few nurses, it was helpful for me to feel successful”*



## Visual Data

Participant	Prior expectations 1	Socialization experience 2	Unmet expectations	Role Dissatisfaction
Sharon	No	Positive	No	No
Sarah	No	Positive	No	No
Jack	No	Positive	No	no
Tami	No	Positive	No	no
Linda	No	Positive	No	No
Tracy	No	Positive	No	No
Mindy	Yes	Positive	No	no
Marla	Yes	Positive	No	No
Nancy	Yes	Positive	No	no
Dena	Yes	Positive	No	no
Jennifer	No	Positive	No	Yes
Robyn	Yes	Positive	No	Yes
Monica	No	Negative	Yes	Yes
Peggy	No	Negative	Yes	Yes
Susan	No	Negative	Yes	Yes
Kim	Yes	Negative	Yes	Yes
Elizabeth	Yes	Negative	Yes	Yes
Carole	Yes	Negative	Yes	Yes
Angie	Yes	Negative	Yes	Yes
Darla	Yes	Negative	Yes	Yes

1. Prior expectations were identified from either experience or expectations established as part of nursing education.

2. Some indicated that they had some negative experiences as part of their socialization process, but viewed it as positive overall.

All names have been changed as per research and ethical standards

From the chart above, it is easy to see that a negative assimilation process contributes unmet expectations, role stress, and overall dissatisfaction. Most interesting in this finding is that even with previous experience, inadequate assimilation led to dissatisfaction among the sample. This is important because we often make an assumption that team members with prior experience do not require the same socialization practices.



## CONCLUSION

While much of these results were the conclusion of 20 nurses, results such as this are frequently generalized to other populations who experience similar conditions. While nursing has been known to be an emotionally and mentally violent career, there are other careers that experience similar conditions. If effective organizational socialization can assist in a career known to be difficult, imagine how it can transform the experience in environments that are less stressful. That said, stress exists in all aspects of our busy world, easing the way for any new team member can provide increased opportunities for them to operate far more effectively in a reduced amount of time.

Let Archetype learning Solutions provide you with a tool to socialize right!

### Key Takeaways

- Provide effective mentors, even for team members with previous experience.
- Leaders must take in active role in ensuring success of all team members, especially new hires.
- Be aware of bad organizational citizenship. Sadly, it does exist.