Jukka Mäkinen

ONBOARDING SALESFORCE FOR THE INSURANCE INDUSTRY

TURKU AMK

TURKU UNIVERSITY OF
APPLIED SCIENCES

Onboarding salesforce for the insurance industry

Salesforce is one of the most effective drivers of an organization's success. In addition to having the right kind of people doing sales, the salesforce needs to be onboarded in the right way. Onboarding is defined as the time after basic training when new employees are given their sales targets. They gradually learn their work and are familiarized with the team, supervisor, and organization.

When onboarding is carried out properly, it will enhance a new employee's speed to performance, and it may also influence employee retention.

The aim of the present Master's thesis is to better understand the elements which make a recruit for the remote sales unit active, eager to learn, understand expectations, feel valued, feel important, and provide results at an accelerated pace. The study was commissioned by a B2B sales unit in Insurance company X.

The theory was studied, and, in addition, 12 new salespeople were surveyed on their views on the onboarding process.

As a result, Insurance company X's sales unit is given suggestions and tools for improving the existing onboarding process.

Keywords: onboarding, sales, salesforce, retention

Jukka Mäkinen

Myyntihenkilöstön perehdyttäminen vakuutusalalla

Henkilöstö on yksi tehokkaimmista organisaation menestyksen ajureista. Sen lisäksi, että myyntityöhön on rekrytoitu oikeanlaisia ihmisiä, henkilöstö on perehdytettävä oikealla tavalla työhön ja organisaatioon. Perehdytyksestä käytetään myös englanninkielistä ilmaisua "onboarding". Käsitteenä tuo määritellään koulutuksen jälkeisenä aikana, jolloin uudelle työntekijälle asetetaan tavoitteet ja hän tutustuu uuteen tiimiin, esimieheen, organisaatioon ja työntekoon.

Kun perehdytys tehdään oikein, se vaikuttaa positiivisesti uuden työntekijän tuloksentekokykyyn ja pysyvyyteen.

Tämä opinnäytetyö on kirjoitettu, jotta paremmin ymmärretään elementtejä, jotka tekevät uudesta työntekijästä aktiivisen ja innokkaan oppijan, joka tuottaa tuloksia nopeutetulla tahdilla. Tämä opinnäytetyö on tehty Vakuutusyhtiö X:n yritysmyyntiyksikön toimeksiantona.

Teorian tutkimisen lisäksi 12 uutta myyjää täytti kyselyn heidän näkemyksistään perehdytysprosessiin liittyen.

Opinnäytetyön lopputuloksena Vakuutusyhtiö X:n myyntiyksikölle annetaan ehdotuksia ja työkaluja olemassa olevan perehdytysprosessin parantamiseksi.

Asiasanat: perehdytys, myynti, henkilöstö, pysyvyys

Content

APPENDICES

FIGURES

TABLES

LIST OF ABBREVIATIONS

B2B Business to business

CIT Critical incident technique

KPI Key Performance Indicator

1 INTRODUCTION

1.1 Background and assignment

This thesis is made as an assignment for Insurance company X. Insurance company X is the largest insurance company in the Nordics. It operates in all fields of insurance business: Consumers, businesses, and industrial-scale businesses. It employs approximately 7000 employees mainly in the Nordic countries.

This assignment comes from a sales unit focused on insurance sales for businesses. This sales unit focuses on new sales, the main sales method being remote sales for new customers. Remote sales have been the main strategy for the sales unit before the pandemic, but the pandemic has further cemented the strategy. Customers today are more willing and able to deal with insurance remotely. The line of sales is challenging to learn due to the complexity of the commercial insurance field, and it can take years to develop into a fully independent professional.

In addition to the challenging nature of the product sold (commercial insurances), the prospects and method of sales add to the difficulty level. Cold calling businesses day in and day out require a certain type of person to enjoy and succeed in this line of sales. A newly acquired cold customer's hit ratio can be below 10% from offer to sales.

Combining the difficulty of B2B insurance sales, a learning curve that requires time and patience, the challenging nature of cold call prospecting, and the low hit ratio in sales success makes recruiting and retaining a successful salesforce difficult in this particular sales unit.

The assignment from the commissioner (Insurance company X) is given to understand better the elements which make a recruit for the remote sales unit active, eager to learn, understand expectations, feel valued, feel important, and provide results at an accelerated pace. This thesis will not focus on recruiting salespeople,

although it is an important factor for sales success, thus a small chapter is discussed. Recruiting for most companies is the most effective driver for sales success (Zoltners et al, 2009). This study will focus on the period which starts after recruiting: The onboarding of the salesforce. It will be discussed which elements of an onboarding process are desirable and which elements are turn-offs for new employees. This thesis will be written from the employer's point of view: Aiming to answer the main research question of what is to be done to retain and develop new talent in the best possible way? This viewpoint also serves the employees, as the employer wants what is best for them.

Insurance company X is a professional and well-structured organization with an emphasis on education, HR relations, employer branding, and employee satisfaction. Recruiting processes are organized, centralized, and of equal quality. Recruiting ads are made by HR, selections are approved by at least two people and diversity is always in consideration. This being said, the recruiting funnel of Insurance company X is of good quality. Companies with well-built recruiting processes can improve the chances of recruiting successful salespeople (Zoltners et al., 2009).

For the specific remote sales unit in question, the desired salesforce is described in the recruiting ad as such:

- Result-oriented.
- Will to succeed.
- Enjoys challenges and works in a result-oriented manner.
- Willingness to develop oneself.
- Willing to help others to succeed.
- Great team member.
- Positive attitude.

1.2 Aim of the study

The remote sales unit of Insurance company X consists of c. 60 salespeople, 30 of them focusing purely on cold calling and remote sales. The challenge for this unit is finding recruits, retaining them, and onboarding them in a manner that provides results in a shortened amount of time.

Given that recruiting a new salesperson has been successful, and all specifications above have been discussed, then enters the actual study of this thesis: Insurance company X wants to better understand the elements of onboarding salespeople.

Research questions for this thesis are:

- What could Insurance company X do better in onboarding salesforce?
- What is to be done to retain and develop new talent in the best possible way?

These questions help Insurance company X understand better where to focus on in a salesperson's development, what recruits value in onboarding, and what elements in onboarding are the breaking points that make them succeed and thrive in their sales role.

1.3 Research methods

The research will be studied among sales personnel of Insurance company X. The study group will consist of salespeople with under two years of work experience at Insurance company X. Research method will be quantitative. Quantitative information will give an insight into what the respondents value and feel about the onboarding elements discussed in the study. Open-ended answers will be gathered to further understand the thoughts behind the scores given in the survey.

The critical incident technique will help identify key elements in feelings of success and failure among new sales personnel. The critical incident technique aims for

observing incidents with a special meaning to the employee, and then dig deeper into the root cause and feelings around the incident (Flanagan, 1954). These incidents studied are incidents of success, incidents of failure, and what happened during and after the incident. This data collection method collects incidents of success and failure and creates data on thoughts, feelings, and behavior around the incidents. The method was used primarily when collecting data in open-ended questions.

2 ONBOARDING IN SALES

One of the most effective ways of improving organizations' productiveness and speed-to-performance is the strategic and systematic use of onboarding. An effective and employee-oriented onboarding process is the key element to helping new employees understand their targets and adapt to a new organization in the best possible way.

The first step of effective onboarding is the recruitment and selection process of a salesperson. Aligning wanted behavior and values will improve the chances of successful onboarding. (Bauer, 2010.)

2.1 Profile of a salesperson

Recruiting the right salesperson is one of the most effective drivers of sales success. Understanding the right profile of a potentially effective salesperson is a volatile business, and even the most experienced recruiters can fail: In recruiting salespeople, having up to a 50% failure rate can be a norm. (Zoltners et al., 2009.)

Recruiting salespeople is difficult because not all top sellers are identical. However, it has been identified that top performers often have traits that might allow them to be successful, which average or poor performers often do not possess. (Zoltners et al., 2009.)

In Harvard Business Review's article "What makes a good salesperson" (Mayer & Greenberg, 2006) it was studied that top sales success requires two basic qualities from a salesperson: empathy and ego drive**.** A group of insurance, automobile, and mutual funds salespeople were measured on their abilities on empathy and ego drive and found that top performers excel in these. Having empathy makes you a good listener and have discretion. A salesperson with good empathy understands the reactions of the customer and changes behavior accordingly. This makes a

sales event interactive and natural. A salesperson with less empathy behaves similarly to every customer, making the sales event more goal-focused and less customer-focused. (Mayer & Greenberg, 2006.)

Ego drive is a quality that makes salespeople push for more and have a drive for sales have a "need to conquer". Sales in general are by nature a line of work where one fails more often than succeeds. Ego drive helps a salesperson push for the sale and persuade the customer to have the next conversation or buy a product or service. Empathy and ego drive need to be in balance for a salesperson to succeed more often. (Mayer & Greenberg, 2006.)

Steve W. Martin had interviewed thousands of high achieving salespeople in the early 2000s. He also conducted personality tests on a thousand salespeople, measuring personality traits. The findings were that personality traits directly influence the way to do sales and affect sales success

(Martin, 2011). The main personality traits found among top performers were:

- Modesty
- Conscientiousness
- Achievement orientation
- Curiosity
- Lack of gregariousness
- Lack of discouragement
- Lack of self-consciousness

Breaking down the character features of salespeople highlights the importance of understanding the profile of successful a salesperson. Without the right fit for sales work, a new employee will not thrive in sales. As the old saying goes: "You can teach a turkey to climb a tree, but it's easier to hire a squirrel". (Zoltners et al., p. 133, 2009.)

2.2 Onboarding

"Research and conventional wisdom both suggest that employees get about 90 days to prove themselves in a new job. The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm's mission". (Bauer, 2010, p,11.)

Onboarding is the time after being recruited to a new workplace where a recruit is given the tools to succeed in unfamiliar surroundings. Focusing on quality onboarding ensures that recruits are content, engaged, and committed to the new employer. (Krasman, 2015.)

Onboarding when done right, from an employer's point of view, has three important elements to deliver: Increase job satisfaction, increase performance through clear expectations and objectives and reduce unwanted turnover. (Bauer, 2010).

For an onboarding process to be effective, it should include the following:

- Strategic: The onboarding process needs to be aligned to a company's strategy and support organizational growth and values.
- Comprehensive: Onboarding does not mean one training period or one long meeting; It needs to be comprehensive and dedicated in a new employee's early stages.
- Consistent: Onboarding needs to be equal for every new employee.
- Measured: Like every business process, the onboarding process needs to be evaluated and measured, and constantly improved. Feedback forms and quantitative measuring can give the needed input. (Krasman, 2015.)

For any hiring manager or HR professional, contributing to effective onboarding is highly valuable and can have a long-lasting effect on sales success for the whole organization. A well-organized onboarding process drives new employee productivity and can speed up the ramp-up time for a new employee to deliver results. (Bradt & Vonnegut, 2009.)

Elements of onboarding

According to Bauer (2010), four major levers are related to onboarding success. These levels are viewed from the new employee's point of view, and are:

- Self-efficacy or self-confidence

- Role clarity

- Social integration

- Knowledge of organizational culture. (Bauer, 2010.)

On an organizational level, the maturity of an onboarding process can be ranked on four different levels, the four C's (Bauer, 2010).

- **Compliance** is the basic and lowest level of onboarding, including basic policies, rules, and regulations

- **Clarification** refers to if the new employee understands the role given

- **Culture** is the level where an employee has reached an understanding of cultural norms, values, and decision-making processes

- **Connection** refers to if an employee feels connected to the team and supervisor and has formed relationships within an organization. (Bauer, 2010, p, 2.)

These Bauer's theories will be more in-depth discussed in the following text.
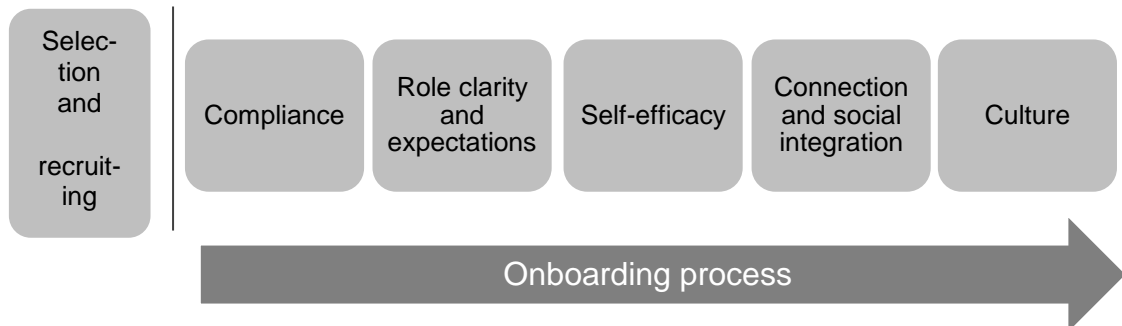
Figure 1: Onboarding elements, applied to Bauer's theories (Bauer, 2010, p, 3 & 6)

Compliance

Compliance is a basic element of onboarding. Compliance in onboarding is formally covered in almost all organizations but can be seen as passive and not engaging to the new employee. Compliance includes basic elements of legal and employee/employer-related rules and regulations. Compliance can be in the form of an employee handbook, in-house online courses, or compliance literature. (Bauer, 2010.)

Role clarity and expectations

Role clarity defines how well the new employee understands the role given and the expectations that come along with it. If a new employee understands the role, the more role clarity. If one does not understand the role, there will be role conflict. The less conflict, the higher chances for positive onboarding. Role clarity has the most to do with new employees' confidence and speed to performance. (Bauer, 2010.)

Clarification means the expectations and job descriptions accurately. Expectations should not be too ambiguous. If goals and expectations are set too high, employee

retention will suffer. (Bauer, 2010). New employees should be set goals that they can achieve short term. This boosts confidence and then, responsibilities can be increased. (Carucci, 2018).

Having role clarity gives the confidence to take risks, ask questions and learn from the organization more freely. Clarity and expectations are the founding stone of new employee success (Bauer, 2015.) New employees should gain confidence and feelings of success during the early months of employment. If new employees gain a feeling of success, this will further enhance motivation and lead to eventually more success. Feeling confident and gaining success at the early steps of employment have an impact on organizational commitment, employee satisfaction, and employee retention. Therefore, organizations should consider specific onboarding programs which target early wins for beginning employees. (Bauer, 2010.)

Setting up early wins helps give realistic expectations for new employees at the start of their careers. Up to 60'% of companies report that short-term goals are not set for new hires. Goals should be set for new hires in short-term intervals, and the goals should be set so that they can be achieved. As first goals are achieved, expectations can be gradually increased. This process will enhance recruits' confidence and help build trust with a supervisor as interest is shown towards them. Check-in discussions should be frequent, and areas of improvement are to be worked on. Confidence, satisfaction, and loyalty can be achieved by setting short-term reachable goals for new employees. (Carucci, 2018.)

Self-efficacy

Self-efficacy means the feeling of ability, feeling of confidence towards the new task at hand. If a new employee feels confident that he or she can perform and will perform well, the new employee will feel motivated that a goal can be reached and there will be a success. If there are low levels of self-efficacy at the start, training needs to be added and adjusted so that the recruit will feel more confident. (Bauer, 2010). New employees need to feel that they will get adequate support and training. Having the feeling of being backed up helps one feel more confident. If not, a new employee might feel overwhelmed and disorientated. (Isson & Harriott, 2016).

Connection and social integration

Culture is a broad category, both formal and informal. Company culture includes organizational norms, politics, values, and mission. For a new employee to be assimilated with the company, associating with company culture is important for future commitment and eventually, employee turnover. The most important factor in cultural onboarding is social integration. Feeling welcome, feeling part of a group, and feeling socially comfortable are important for a new employee. This needs arranging: Engaging with team members, participating in team or company-wide functions, building a relationship with the supervisor, and having formal and informal discussions across the organization. (Bauer, 2010.) Adopting the new employee to company culture helps make a positive impression both ways (Bradt & Vonnegut, 2009).

Social integration is the main building block to having a feeling of connection in an organization. Having working relationships within the organization is important for onboarding success. A new employee needs to feel socially accepted and comfortable in a new organization unfamiliar to the new hire. Adjusting to a new role requires acceptance by peers. (Bauer, 2010.) New employees need to have a sense of connection to the supervisor, team, and colleagues. This can take time, but if not

eventually achieved, feeling a part of the company might not be there and second thoughts might appear. (Isson & Harriott, 2016.)

Culture

Every company has a unique language and its own culture, but helping a new employee navigate and find the right fit in that culture is linked to employee retention (Bauer, 2010.) Each new employee must understand the culture and be aligned with it. A new organization must welcome the new member, but the new member must also be aligned with the company. Company values and personnel can be presented in the first stages of onboarding but connecting to them leads to commitment and employee retention. (Bauer, 2010.) If the new employee does not comply with the culture, is hard to work with, and does not enjoy collaboration, the whole company culture is at risk (Isson & Harriot, 2016.)

2.3 Onboarding done wrong, cost of turnover, and speed to performance

A company's success is dependent on the performance of its workforce. A great amount of work and effort is put into the recruiting process, trying to attract the best possible talent. Hopes are high for recruits, but for some reason, a significant number of new employees leave within the first few months. Across the world and in all fields of work, 20% of recruits quit within the first 45 days. (Carucci, 2018). There is a possibility that the recruits who decide to leave were a poor fit for the job at hand, but if there is a pattern of many recruits leaving, effort and focus should be put into the onboarding process (Krasman, 2015.)

The following are signs of uncoordinated and disengaging onboarding, possibly familiar to many:

- New employees showing up on the first day and being left alone. No one to greet them, no tools given, no manager around to make the new employee

feel greeted and welcome. (Bradt & Vonnegut, 2009.) Starting in a new workplace is a time of heightened anxiety for many due to concerns, questions, and uncertainty. Impressions of the new company are made on the first day and will influence the image of the employer for the next several months. First impressions matter, preparation is important. (Krasman, 2015.)

- Fail to connect with the team: According to one estimate, 60% of onboarding failures are due to not establishing working relationships with the work community. Establishing engaging relationships with team members and supervisors is related to employee retention and job satisfaction. (Bauer, 2010.)

- Role clarity: If a recruit's expectations and the new role are misaligned, there will be a role conflict. Role clarity from the very beginning of an employee journey is linked to organizational commitment and job satisfaction. (Bauer, 2010.)

Cost of turnover

Salespeople are costly to recruit. When a company decides to recruit new sales personnel, the cost is higher than the salary. (Lancaster et al., 2015). A hiring decision made wrong can cost a company recruiting expenses, training costs benefits, and commissions. There are special skills needed in sales as opposed to receiving an order, so it takes on average two years for a company to recover from a salesperson leaving the company: The first year to identify the problem, six months trying to repair and coach the problem, and yet another six months to do replacing recruitments. (Zoltners et al, 2009.)

In addition to recruiting, salary, expenses, and training costs there are also issues with company costs in time and energy used to recruit and onboard via HR and supervisory personnel, there are also intangible costs: reduced company reputation, loss of morale by other members of the organization. (Mayer & Greenberg, 2006.)

Employee Turnover also affects the team and company culture in a negative way. It starts to feel less safe to experiment and fail if the environment feels unstable, thus getting in the way of improving performance. (Bishop, 2019.)

Speed to performance

As an onboarding standard, it takes a recruit about 90 days to see if the culture is right for them and if the line of work is as expected (Bauer, 2010). It has been stated above that a recruit needs to feel welcome and supported. When is the time to start expecting results and when is the so-called break-even point for a new employee, where value contributed meets value consumed? When 200 CEOs were interviewed, the approximate time for a salesperson to meet the break-even point was 6,2 months. (Watkins, 2013.) If a new employee is entering challenging work from outside the organization, it might take up to one year before being fully integrated (Stiblitz, 2015).
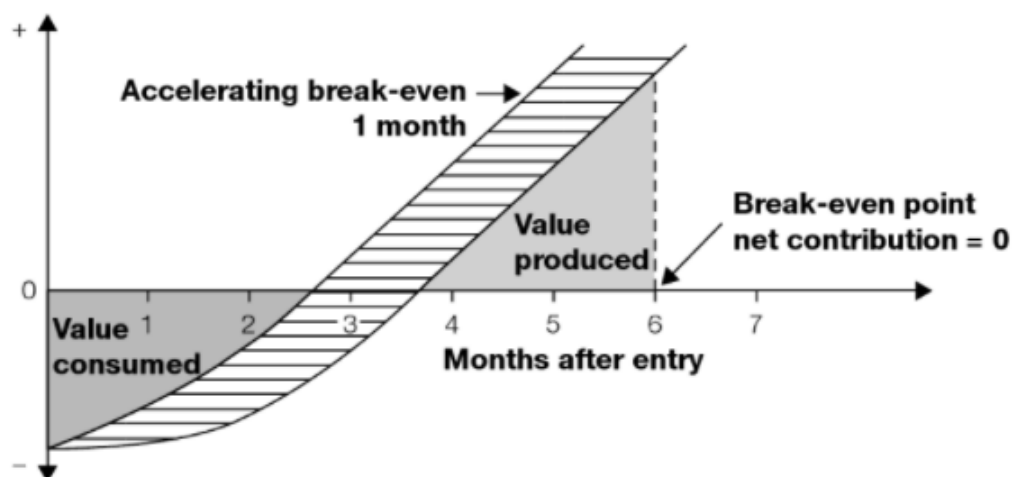

Figure 2: Break-even point for new employees (Watkins, 2013, p, 19)

How can the time of speed to performance be accelerated and employee retention be lessened? Egon Zehnder´s (2013) research has shown that systematic

onboarding can help reach desired goals set up to 50% faster. Effective onboarding also increases employee retention and engagement. (Watkins, 2019.)

The manager of a new employee has the biggest impact on the success of a recruit. The manager can lead the recruit on the path of understanding the competence, tools, and use of relationships to be successful. Managers also have the lead in functioning onboarding. (Watkins, 2019.)

In 2013, 500 executives were cross-examined on the topic of why recruits suffer to perform. One might think that the main reasons were competence or performance, but actually, the main reasons were a poor culture fit or understanding of how the organization works. (Byford et al., 2017). Below is a chart showing the percentage of respondents for the reasons why onboarding usually fails:
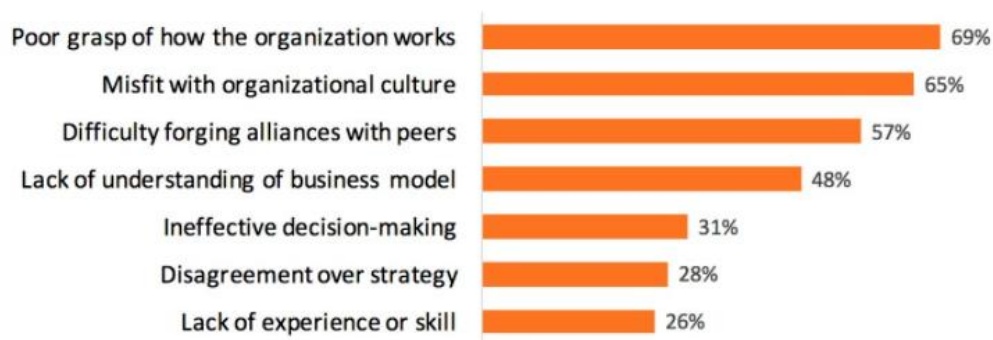

Figure 3: Why recruits fail (Watkins et al, Harvard Business Review May-June issue, 2017)

The first basic steps of onboarding, compliance, and clarification (Bauer, 2010), which most companies do a good job of, are the steps where the manager's role is to start integrating the employee to a deeper understanding and integration of the organization (Watkins, 2019).

New employees, no matter the age or experience, struggle to understand the organizational hierarchy, lack in building relationships or adapt to an unfamiliar culture. Even though new employees might seem confident from the outside, they are quite vulnerable, as they are uncertain and the number of things to learn is overwhelming. (Watkins, 2019.)

Whilst it is possible that new employees might work alone, in most cases people work in teams. Therefore, integrating the new employee as part of the team will help build effective working relationships with other team members and the know-how of more seasoned peers will help boost the learning curve. (Watkins, 2019.)

The new employee needs to understand key stakeholders to integrate into the organization. These stakeholders might have an impact on learning as well as success on the job. (Watkins, 2019). A manager should create a list of experts, executives, and top performers for the new employee to meet. While a part of onboarding can be automated, building a human connection and network is important. Building a network is an effective way to increase speed to performance. (Cohen, 2019).

Setting up for early wins is a powerful way to increase speed to performance. New employees are fragile and eager to perform their best. Trying to achieve too much too soon might diminish motivation and risk employee retention. The manager's role is to help the new employee focus on essential, reachable goals and show progress. Early wins help boost confidence and provide results. (Watkins, 2019.)

New employees repetitively need coaching and discussions. Having many discussions at the start of the career help avoid the feeling of "sink or swim", in which new employees struggle to understand what is expected of them and understand the values and norms of the workplace. (Bauer, 2010.) New employees should have tightly scheduled discussions, just to make sure of uncertainties and avoid the risk of distress (Watkins, 2019). Check-ins once a week can be useful for the new employee and help them feel they have support and a safety net around them. New hires should have opportunities to ask and discuss with their peers and manager.

Having discussions regularly helps set expectations and reach goals faster. (Cohen, 2019.)

When summarizing onboarding principles into recommendable and non-recommendable principles, the list goes as follows:

Focus on these:

- Take time to explain and answer questions about the company's culture and politics (Stiblitz, 2015, Watkins, 2019)
- Make the new employees part of the team and learn from peers (Stiblitz, 2015, Watkins, 2019)
- Host weekly check-ins (Cohen, 2019, Watkins, 2019)
- Help new employees get early wins (Watkins, 2019, Carucci, 2018)

Leading to possible onboarding failure:

- Do not forget to handle basic tools and logistics for the new employee (Stiblitz, 2015)
- Do not expect the new employee to hit the ground running (Stiblitz, 2015.)
- Do not let the new employee "sink or swim" (Bauer, 2010, Watkins, 2019)

3 METHODOLOGY

This study focuses on understanding the current state of Insurance company X's model of onboarding in the remote sales unit. The employees studied all have under two years of employment in the sales unit of Insurance company X. The study will aim at current employees as well as former employees, who have left the company in under two years of working there. The study revolves around the aspects of the theory discussed in the literary review. In this thesis, it is studied how current and former new employees at Insurance company X see the following: Role clarity, self-efficacy, connection to supervisor and team, and understanding of the organization. It will also be studied how are they integrated into the company, understand the company decision-making process, and aligned with the company values.

3.1 Data collection method

The data collection method for this thesis is the quantitative method. The survey form of multiple-choice questions as well as open-ended questions. The quantitative part offers "hard data" and the open-ended answers offer a more in-depth understanding of the hard data (Hesse-Biber et al., 2010). The Critical incident technique was used in the survey with open-ended questions when trying to understand the events leading to a salesperson's success, failure, and feeling of connection.

3.2 Analysis of the data

The critical incident technique is the tool used in this thesis to pinpoint the reasons behind events leading to a feeling or decision for an employee. For example, when asked if one does not feel connected to the team, the critical incident technique helps understand the moment, background, and events leading to this feeling.

The critical incident technique was presented by Colonel John Flanagan in 1954 (Flanagan, 1954.) The critical incident technique is a well-demonstrated method, which provides a hands-on approach to understanding information about human activities and the significance behind the activities (Lipu et al., 2007). The critical incident technique has a five-step process, which is systematic as a research process (Flanagan, 1954).:

- Establish the general aims.
- Establish plans and specifications.
- Collect the data.
- Analyze the data.
- Interpret and report the data.

The critical incident technique was used in this particular study in the following way. The themes are broken down in the framework of CIT:

Table 1: Critical Incident Technique applied in this study

General aims	To understand the elements of onboarding leading to success and failure. To understand does one feels connected to the team, organization, and supervisor, does one feels that support is given, does one understands his/her role.
Plans and specifications	The study group consisted of Insurance company X's employees, who all have under two years of working in the company. Under two years of B2B selling at Insurance company X is considered a new employee and needs

	help on almost a daily basis. The study group was 12 people, of which two people had left the company after two years. The employees all work or have worked in B2B sales in Turku and Espoo.
Collecting the data	Data was collected using surveys. Which incidents led to success and which incidents led to failure need to be understood. Also, what is needed to learn are how did the success/failure feel, what was the reaction to success/failure, does one feel connected to the team and supervisor, and does one feel in unison with the organization. Need to understand better the incidents which make a recruit for the remote sales unit active, eager to learn, understand expectations, feel valued, feel important and provide results at an accelerated pace.
Analyzing the data	Considering the size and nature of the study group (some do not work at Insurance company X anymore), a survey was used instead of interviews. Surveys can be used in CIT, but instructions for the survey will need to be read before answering (Flanagan,

	1954.) Themes and recurring incidents need to be sought after from the data. CIT was a part of the survey, not just using CIT.
Interpreting the findings	The data need to be categorized in the framework of onboarding principles discussed in the literature review. The presumption is that the ones succeeding and feeling content in the current job feel connected to the organization and team, have role clarity, have had success from early on, understand the company culture, and is integrated into the organizational community.

3.3 Reliability of the study

The number of new employees surveyed was fairly limited: 14 people got the invite to the survey, of which 12 answered. The percentage answered was sufficient and the open-ended answers provided valuable additional information on the status of Insurance company X's onboarding process. As I acted as one of the supervisors, there might be some level of partiality in the answers. However, anonymity in the survey was guaranteed and the questions were sensitive, so there is little reason to be partial. With this survey, the remote sales unit in the focus of this thesis got valuable information on where to focus on and improve the onboarding process.

GDPR

The survey used in collecting data was Anonyme and does not have personal information or specific information of any team or sales unit. No names are discussed in this thesis.

The survey was conducted using a Forms tool. Data collected with Forms-tool was seen by the thesis author and the commissioner of Insurance company X. No names are given when findings are discussed.

The data was stored in a cloud-based environment and destroyed after the publication of the thesis.

4 FINDINGS AND RESULTS

There were 12 out of 14 people who responded to the survey. The percentage was fair, and people were engaged in answering the survey, as they knew this thesis could aid the current onboarding process even further. Two people of the 12 respondents had already left Insurance company X at the time of responding to the survey.

50% of the respondents had worked under six months at Insurance company X, 50% 6-12 months. Age of the respondents scattered from under 25 years to age between 51-and 60 years. The majority of the respondents (10) were aged between 25-and 40 years.

The rating in the survey was scaled from 0-10, 0 meaning disagreement or low score, 10 meaning agreeing and high score. The scale is commonly used in Insurance company X's employee surveys.

The satisfaction towards Insurance company X as an employer was excellent: The average score on a scale of 0-10 was 9,25. The employees with under six months of career behind them gave the best score in this section.

The results can be analyzed so that scales 8-10 are positive answers (marked green), and answers below grade seven can be seen as negative or disagreeing (marked grey). The results will be broken down with the topics discussed in the theory: A salesperson's role and expectations, feelings of success and self-efficacy, feeling of connection to team, supervisor, and organization.

4.1 Role and expectations

In this section, the attempt was to understand if salespeople understood their role and expectations. Generally, the respondents understood their role well, giving a grade average of 8.92 out of 10. In this graph, 10 depicts if the respondent fully understood the role as a salesperson, which is seen as a positive result.
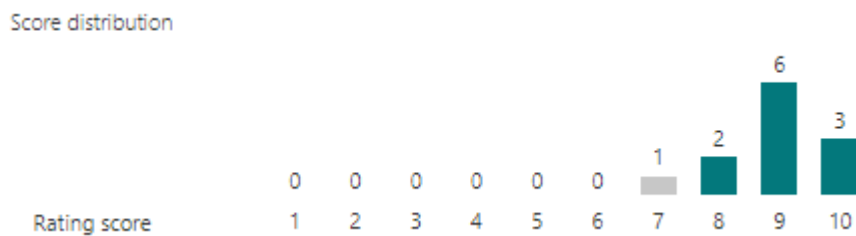
Score distribution

Figure 4: Understanding own role. (0 = Not at all agree, 10= Very much agree, N = 12)

When asked if the role matched expectations, the answers were more scattered, with the grade average of 8 out of 10 in expectations matching reality. This implies that the expectations did not fully match the expectations of some of the respondents.

Score distribution

	1	2	3	4	5	6	7	8	9	10
							5	3	3	1

Rating score
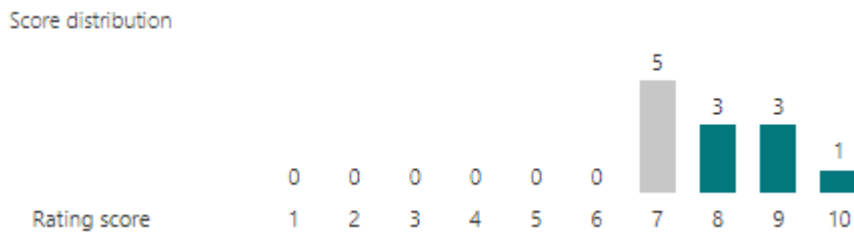
Figure 5: Expectations for the job match reality. (0 = Not at all agree, 10= Very much agree, N = 12)

Some of the answers to the open-ended questions were precise when asked about expectations towards them: The targets set for the salespeople were discussed in the form of key performance indicators (KPI): "My target is to sell 20 thousand euros per month and offer 100 thousand euros per month". This kind of mention of KPIs was seen in two responses. This can be seen as an understanding of clear expectations.

Two of the open-ended answers stated that the expectations are challenging and one stated that "the expectations seem impossible for me to accomplish".

Below are open-ended answers on how the respondents saw expectations towards them.

- "As a sales advisor, my role is to get new customers into the company. My sales target is to reach 20 000 euros per month and reach offered insurances up to 100 000 euros."
- "My role is to do proactive sales with clear targets."
- "My role and goals are clear; the problem is that it feels impossible for me to reach those goals."

4.2 Self-efficacy

For the question "do you feel confident as a salesperson", the grade average was 7.33 out of 10 in the confidence level, which is quite a low score. However, there was no clear finding of an event that generally declined the feeling of self-confidence, the presumption being that new employees, in general, are less confident than more seasoned employees. This also backs up the presumption of new employees being more vulnerable as they are less confident.

Figure 6: Responses on if a salesperson feels confident. (0 = Not at all agree, 10 = Very much agree, N = 12)

In the open-ended question of what helped to regain confidence, the responses were clear: Support of teammates and support of supervisor helped to ease the situation.

In the question of has the salesperson had success, there also was a similar decline in positive answers: the grade average being 7.08 out of 10. However, there was more scattering in the responses: Some had had great success, and others felt more negative.
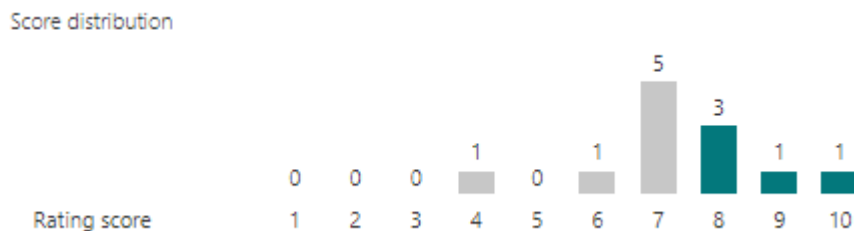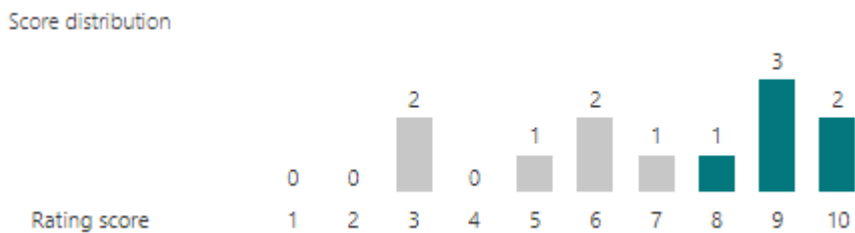
Score distribution

Figure 7: Responses on if a salesperson has had any success. (0 = Not at all agree, 10 = Very much agree, N = 12)

In the open-ended question about the first moment of success, the reason varied: For some, it was a scheduled booking with a customer, while others had great sales success:

- "When I got my first scheduled booking and offer made."
- "Probably when I got my first sale, even though it was small in size."
- "My first successful sales discussion, where the customer agreed to a deal which was with a higher cost but better benefits."

This shows that success is felt and remembered, no matter the subject.

The majority of the respondents were pleased with how the supervisor had considered the success of the salesperson: The supervisor had cheered, congratulated, and shared the success with the rest of the team. However, there was one answer: "My supervisor did not notice my success at all". Although this is a single reply, it is still one too many.

In the survey, it was asked if a salesperson had ever experienced feelings of failure at Insurance company X. The answers were mixed: Some had no feelings of failure, and 50% of the respondents felt that there had been a failure or mistake during their career. However, the reaction and attitude towards failure seemed to be healthy: The salespeople did not feel that failure had affected their confidence as salespeople. This is a sign that mistakes are accepted within the organization and that a

feeling of self-efficacy is good. When asked what helped deal with a sense of failure, the answer was mutual: Teammates and discussion were helpful.

4.3 Connection and social integration

In the survey, it was asked if the respondent had any feelings of connection towards the supervisor. Most respondents felt that they had a feeling of connection towards the supervisor, with a scoring average of 8.83 out of 10.

Score distribution

Rating score	1	2	3	4	5	6	7	8	9	10
	0	0	0	0	0	1	2	1	2	6
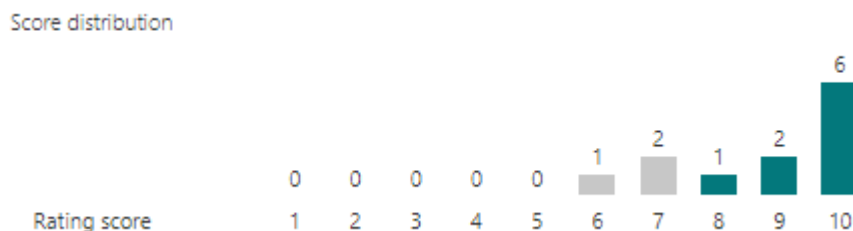
Figure 8: The feeling of connection toward the supervisor. (0 = Not at all agree, 10 = Very much agree, N = 12)

When asked if one could speak freely about difficult matters to the supervisor, people valued open conversation, approachability, and understanding from the supervisor. In general, people seem to trust their supervisors and have a good connection with them.

- "I feel like I can openly tell if there's something on my mind that makes it hard for me to sell. He can give good tips which help through difficult matters."
- "We can discuss and talk about things openly."
- "I can discuss difficult matters with my supervisor because he is an approachable person."

There was one answer, which was on a different note:

- "My supervisor has been really busy and poorly accessible. I feel like I don't want to bother him in vain."

When discussing feeling connected to the team, The grade average was 8.58 out of 10, suggesting that people mainly felt connected to their team. However, there were a few low-score answers. One of the low-scorers had already left Insurance company X, and one did not feel connected to the supervisor either.

Score distribution
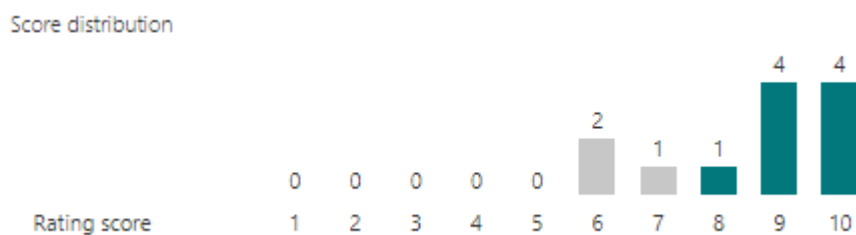
Figure 9: The feeling of connection towards the team. (0 = Not at all agree, 10 = Very much agree, N = 12)

- "I felt connected to the team since the first day. We were all new salespeople in the insurance industry and everyone had the same feelings and excitement."
- "I felt connected to the team since the beginning."
- "Me meeting with the team has progressed slowly. I have felt a good connection with the team members I have been able to meet."

4.4 Organizational culture and values

When asked if the respondents felt shared values with Insurance company X, the answers were positive: the scoring average was 8.83 out of 10. The new hires, therefore, share similar values with their employer, and there are no signs of value conflict.

Score distribution

Figure 10: Question about having shared values with Insurance company X. (0 = Not at all agree, 10 = Very much agree, N = 12)

When asked about the decision-making process and company politics, the responses were more scattered and scores lower. The scoring average was 7.83 out of 10, which implies that the decision-making process of the organization and understanding of company politics was unclear to some.

Score distribution

```
                                          4
                                3    3   ▓▓▓
                              ▓▓▓  ████  ███
                       1      ███  ████  ███   1
     0    0   ▓▓  0  0  0     ███  ████  ███  ███
Rating score
     1    2   3   4  5  6     7    8     9    10
```
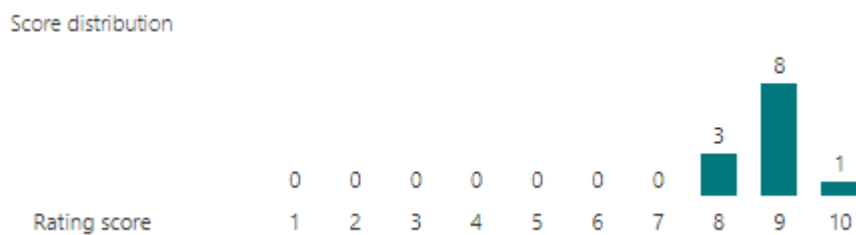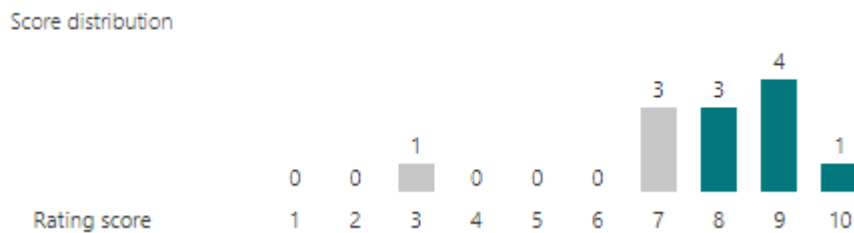
Figure 11: Question about if the salesperson understands the decision-making process and company politics. (0 = Not at all agree, 10 = Very much agree, N = 12)

There was scattering in the answers when asked the question "Do you feel a part of Insurance company X?". The grade average was 8 out of 10.

Score distribution

```
                                    4
                                   ▓▓▓              3
                                   ███   2    2   ███
                          1        ███  ███  ███  ███
     0   0   0   ▓▓  0  0  ███     ███  ███  ███
Rating score
     1   2   3   4  5  6           7    8    9    10
```
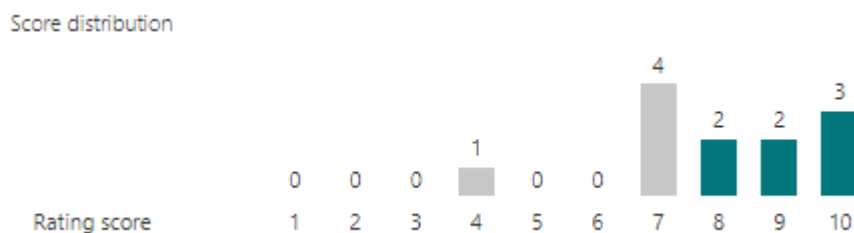
Figure 12: Question about the salesperson feeling like a part of Insurance company X. (0 = does not feel like part of the company, 10 = feeling like part of the company, N = 12)

Some open-ended questions gave more information on the positives and the negatives:

- "At Insurance company X everyone is helpful and help is given every time you need it."
- "I feel like I am a part of the company because my work is valued. I do not feel like a mere salesperson."

- "I am such a small part of the company that my efforts do not mean much in such a big company."
- "Sometimes I feel like my work is such a small part that it doesn't matter."

Team spirit and welcoming attitude at Insurance company X are the drivers of why employees feel like a part of the company. The large size of the company makes others feel like their work input is not meaningful when considering the scale.

5 Conclusions

According to the theory studied on onboarding, there is no single part greater than the other when it comes to understanding the reasons for what makes a new employee thrive as a new salesperson at a new company and how to maximize new employee success. The areas of maximizing success can be broken down into these areas, as discussed in the literature review (Bauer, 2010):

- Roles need to be clear from the start of the career.
- Expectations need to be clear and reachable.
- Feelings of success and self-efficacy need to be present from early on.
- Feeling of connection towards supervisor and team needs to be reached.
- Organizational culture and values need to be understood.
- Understanding company politics and building relationships within the organization.

In the next chapter, these areas are discussed through the current state of onboarding at Insurance company X.

5.1 Breakdown of the current state of onboarding

Role and expectations

Role clarity defines how well a new employee understands the position and the responsibilities that come along with it. If there is a conflict between the expectations of the role and the realities of the role, there is a risk of negative onboarding (Bauer, 2010, Carucci, 2018.) Negative onboarding can lead to a risk of employee retention and poor sales results.

The state of role clarity among the respondents of the survey was good: The salespeople understood very well what their role was.

Expectations towards a new employee should not be too high. They should be placed at a reachable and motivating level (Bauer, 2010.) Reading the survey conducted with Insurance company X's new salespeople, expectations towards the new salespeople were clear and reachable for some but seemed unreachable for others. If expectations seem too difficult to reach, this can hurt gaining confidence and employee satisfaction (Bauer, 2015).

Success and self-efficacy

According to this study, there 5 out of 12 respondents gave a score below seven when asked if they have had any success. Two respondents in this study gave a score of 3/10, which implies not having any success at all. However, in the open-ended answers, even the smaller successes, such as scheduling an appointment, were mentioned.

Feelings of success can and should be improved by setting early wins which can be gradually increased. This helps build self-efficacy and confidence as small successes are gained at the early stages of employment (Carucci, 2018.) Companies should build onboarding programs that aim toward early wins for new employees (Bauer, 2010.)

With the responses gained and linked to theory, there is room to improve and plans to be made to improve feelings of success and early wins.

Connection and social integration

Feeling welcome, feeling a part of the team, and feeling connected to the supervisor are important in engaging and motivating a new employee, thus affecting results and quality of work (Isson & Harriott, 2016). Onboarding success is dependent on having working relationships with the new employee (Bauer, 2010).

According to the results of this study, new salespeople at Insurance company X, most of them felt connected to the supervisor. There were some respondents who, unfortunately, did not feel connected: "My supervisor is busy, and I don't want to bother him", one of the responses was. This kind of answer is almost unacceptable if there is a desire for any onboarding success and engaged employees. On a positive note, this kind of lack of connection can be improved with a more focused systematic approach to the matter.

When asked about if the respondents felt connected to the team, there were mostly positive answers, but three respondents gave a score of 7 or less out of 10. This can be explained by two of the respondents not working at Insurance company X anymore. The feeling of connection towards the team can be improved by systematically including the team in the onboarding process.

Organizational culture and values

Organizational culture and values are important for the new employee to understand and be aligned to. Sharing company values help to feel connected to the company, thus enhancing employee engagement and satisfaction, leading to more motivated and better-performing employees (Bauer, 2010, Isson & Harriot, 2016).

The survey for this thesis states that new employees of Insurance company X understand and share the values of the company. This shows that the compliance stage of onboarding is successful and that more senior people of the organization live up to company values.

5.2 Improving onboarding at Insurance company X

As stated above, there is room for improving Insurance company X's B2B sales units' onboarding process. The improvement process has already started at the sales unit at the time of writing. The focus of improvements is:

- Gaining early wins to improve new employee confidence and self-efficacy.
- Ensuring feeling of connection to team and supervisor.
- Making the onboarding process more systematic and documented.

These improved actions will be taken into use on new salespeople starting in late spring 2022.

According to this study, the new employees at Insurance company X did not seem to experience value conflict between employees and the organization's values. Therefore culture- and value aspects of the theory are not focused on when improving onboarding.

Gaining early wins and success

One of the challenges of working as a new salesperson at the sales unit in question is the difficulty level of prospects. The remote sales unit focuses on small- and medium-sized enterprises, with an emphasis on small enterprises. The difficulty lies in the scattered nature of prospects. When selling insurance to enterprises, prices and terms vary depending on the industry, employee headcount and age, and industry terms. A new employee uses a lot of time and energy on understanding the prospects industry and risks associated with each industry.

This difficulty to understand the prospect takes energy away from focusing quality of the sales process, providing additional value to the customer, and increasing the pain of not gaining success and not in general slowing down the learning process.

One precise action to increase the feeling of success and early wins is to provide a new salesforce with simplified prospects. Simplified prospects in this regard mean private entrepreneurs with no employees and fairly low revenue. In addition to simplified prospects, there will be short-term goals, which alter during a six-month intensified onboarding process.

0-2 months

-Private entrepreneurs as prospects: One industry

-Short-term goals: Focusing on scheduled bookings and call activity

2-4 months

--Private entrepreneurs as prospects continue: An new industry is presented and added to prospect list

-Coaching and training before contacting new prospects

-Short-term goals: Focusing on scheduled bookings, call activity and in addition, offer targets

4-6 months

--Private entrepreneurs as prospects continue: An new industry is presented and added to prospect list

-Coaching and training before contacting new prospects

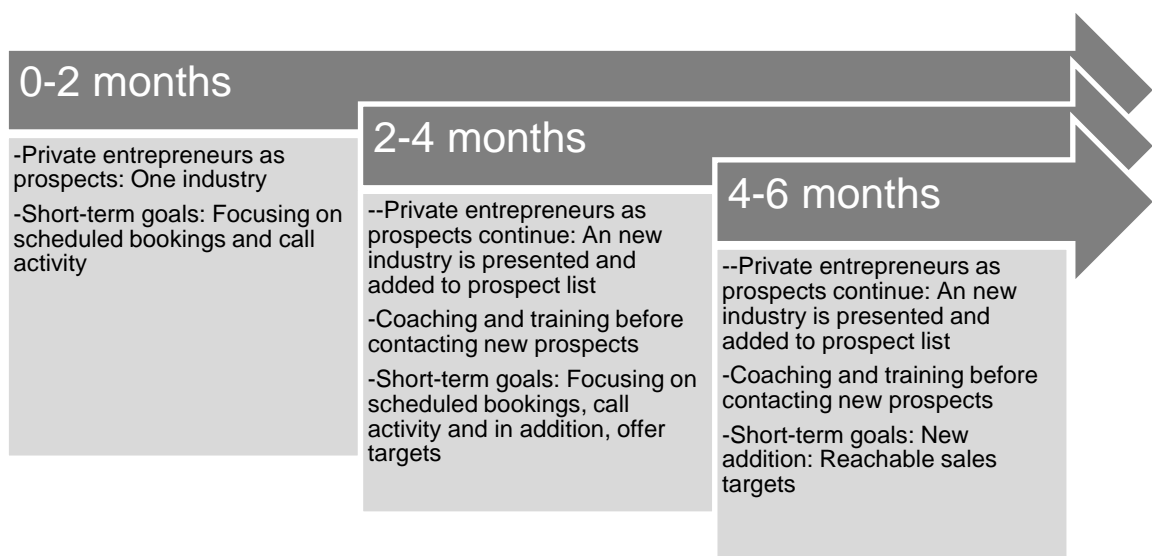-Short-term goals: New addition: Reachable sales targets

Figure 13: Prospects and targets for new employees

As seen in the new prospect and target chart (figure 12), the new salesperson sticks to one industry for two months at a time, before a new one is added to the roster. This allows the salesperson to gain expertise in one industry level at a time and allows the salesperson to focus on the sales process rather than confusing the learning process with different industry terms, legal aspects, insuring workforce, and generally avoiding being overwhelmed by unnecessary complexity.

The targets set for the short-term are largely based on activity: Phone calls, scheduled bookings, and making offers. These targets allow the new salesperson to gain success at an early stage and hopefully remove unwanted pressure. Actual sales targets are set at the 4-6 months mark. These targets mean that some sales should be generated already at this point. However, activity in proactive sales is the

cornerstone to gaining results, so the activity-based targets set at the start of the career will organically gain sales. High offering usually results in sales.

Connection and social integration

At Insurance company X, there is a culture of coaching and discussing frequently with employees in one-to-one meetings. Having a good team spirit is also one of the most prized assets of Insurance company X, which always comes up in employee satisfaction surveys as positive.

However, a new employee needs more frequent discussions and coaching than more seasoned colleagues, as relationships and trust-building are at an early stage. Therefore, a more systematic, and documented approach is needed in the onboarding process of the sales unit. The approach consists of intensified frequency of meetings with the supervisor, and a more documented approach to mentoring and team building.

There will be a model where the new employee will have weekly check-ins with the supervisor. When the new employee starts, 30 minutes weekly check-ins are scheduled for the first 60 days, then the frequency of 1-to-1 meetings will be re-evaluated. The meetings with the supervisor will be a mix of planned and casual conversations. This high-frequency systematic model will help create an open working relationship, build trust, and help identify how you can better support the employee in the new role. This systematic model will prevent the above-mentioned comments of the supervisor from not having time for the new employee.

The team will be casually introduced to the new employee. All the team is informed of the new team member, and the first meeting together will be focused on welcoming the new employee. Building relationships with the team from the very beginning is important to long-lasting working engagements.

A mentor is always named to the new employee. The mentor will help feel comfortable, assisted, and encouraged. The mentor is the key person to help the new employee start active work while feeling supported. The mentor assists in using company software but also acts as a role model on how to perform well in the new position. The mentor also helps the new employee adapt to the rest of the team and to understand company culture faster. The mentor should be chosen well and coached to understand the importance of the task.

Conclusion

The remote sales supervisory team are committed to the above-mentioned tasks when onboarding a new salesperson. The more systematic approach will reduce the risk of negative onboarding. A new employee in any organization is vulnerable, fragile, and exposed to different kinds of stimuli.

It is in Insurance company X's best interest to take the best possible care of a new employee to provide a safe and exciting journey as a new employee, which hopefully, in the future, lead to great success as a seasoned sales professional, engaged to the employer for years to come.

Suggestions for future research

For future research ideas, employee retention could be studied more closely. As this study briefly discussed, hiring new salespeople is costly. Recruiting and training expenses are high, and speed-to-performance takes time. If a new salesperson leaves the company before contributing to sales results, there is no return on investment for the recruit.

To succeed in B2B sales at Insurance company X, it takes a vast amount of technical knowledge and skills, and in addition, a high level of sales skills. For a new

hire to bring an investment return, it is necessary to stay in the position and grow as a sales professional. If employee retention is high, it harms the employer image of Insurance company X. Also, high employee turnover brings uncertainty within a sales team, raising questions about why people change often within the team.

In general, a comprehensive onboarding process leads to better employee retention. There are several predictors of newcomer retention which could be studied closer. These predictors include the devotion of an organization towards welcoming a new employee, relationship building within the organization, and finding the right person when recruiting. (Bauer, 2010.)

REFERENCES

Bauer, T. (2015) *Onboarding: Maximizing Role Clarity and Confidence.* Success-Factors, Inc. Retrieved from: https://www.researchgate.net/publication/286447174_Onboarding_Maximizing_role_clarity_and_confidence.

Bauer, T. (2010) *Onboarding new employees: Maximizing Success.* SHRM Foundation. Retrieved from: https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Onboarding%20New%20Employees.pdf

Bishop, C. (2019) *The impact of High Staff Turnover on Company Culture.* HRD Connect. Retrieved from: https://www.hrdconnect.com/2019/09/10/the-impact-of-high-staff-turnover-on-company-culture/.

Bradt, G., & Vonnegut, M. (2009). *Onboarding.* Wiley & Sons Inc, New Jersey.

Byford, M., Watkins, M., Triantogiannis L. (2017) *Onboarding Isn't Enough.* Harvard Business Review May-June Issue 2017 https://hbr.org/2017/05/onboarding-isnt-enough.

Carucci, R. (2018) *To Retain New Hires, Spend More Time Onboarding Them.* Harvard Business Review. Retrieved from: https://hbr.org/2018/12/to-retain-new-hires-spend-more-time-onboarding-them.

Cohen, E. (2019) *Enablement Mastery, Grow Your Business Faster by Aligning Your People, Processes, and Priorities.* Greenleaf Book Group, Austin.

Flanagan, J. C. (1954). The critical incident technique. *Psychological Bulletin, 51*(4), 327–358.

Hesse-Biber, S. N. (2010). *Mixed methods research: Merging theory with practice.* The Guilford Press, New York.

Isson, J., & Harriott, J. S. (2016). *People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent.* John Wiley & Sons, Inc, New Jersey.

Jobber, D., Lancaster, G., & Meunier-Fitzhugh, K. (2009) *Selling and sales management, 8th edition.* Pearson education limited, Edinburgh.

Krasman, M. (2015) *Three Must-Have Onboarding Elements for New and Relocated Employees.* Wiley Periodicals, Inc. Retrieved from: https://onlinelibrary.wiley.com/doi/abs/10.1002/ert.21493

Lipu, S., Williamson, K., Lloyd, A. (2007) *Exploring Methods in information literary research.* Wagga Wagga, New South Wales.

Martin, M. (2011) *Seven Personality Traits of Top Salespeople.* Harvard Business Review. Retrieved from: https://hbr.org/2011/06/the-seven-personality-traits-o

Mayer, D. & Greenberg H. (2006) *What makes a good salesman,* Harvard Business Review. July-August issue 2006. Retrieved from: https://hbr.org/2006/07/what-makes-a-good-salesman.

Watkins, M. (2013) *The first 90 days.* Harvard Business Review Press, Brighton.

Watkins, M. (2019) *7 Ways to Set Up a New Hire for Success.* Harvard Business Review. Retrieved from: https://hbr.org/2019/05/7-ways-to-set-up-a-new-hire-for-success?ab=at_art_art_1x1.

Stiblitz, S. (2015) *How to Get a New Employee Up to Speed.* Harvard Business Review. Retrieved from: https://hbr.org/2015/05/how-to-get-a-new-employee-up-to-speed.

Zoltners A., Sinha P., Lorimer, S. (2009) *Building a winning sales force: Powerful strategies for driving high performance.* AMACOM, New York.

APPENDIX

COVER LETTER

Hello,

I am Jukka Mäkinen. I work as a sales team leader in Turku and for the second year, I am studying for a master's degree at Turku University of Applied Sciences. I am writing a master's thesis, and I hope you will participate in this.

The survey is sent to you because you have worked for Insurance company X for less than two years, as a current or former employee.

Answering the survey is optional. Of course, I hope you will fill this out to help us better understand the start of a new employee.

The purpose of the thesis survey is to understand the journey of a new employee that begins after recruitment and basic training. The term is also known as "onboarding".

The survey is partially based on a survey format called Critical Incident, which seeks to understand the individual events that have affected your views as an employee.

The results of the survey are published anonymously in the thesis, and the answers of an individual respondents cannot be identified. The survey data will be deleted immediately after the publication of the thesis.

Thank you for your time!

Best regards,

Jukka Mäkinen

Sales Team Lead

Appendix 1, Part B

SURVEY

1) Your Age

    a) Under 25
    b) 25-30
    c) 31-40
    d) 41-50
    e) 51-60
    f) 61-70

2) How long have you worked at Insurance company X?
    a) Less than six months
    b) Less than 12 months
    c) Over 12 months
    d) Over 18 months

3) Your satisfaction with Insurance company X as an employer

On a scale from 1 to 10 (1 = Not at all satisfied 10 = Very satisfied)
Feel free to specify (an open-ended answer)

4) Think of your role as a salesperson

Question	Answer

I understand my role in my current position	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
I understand the expectations toward me	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
My position as a salesperson has matched my expectations	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
How would you describe your role and expectations?	Open-ended answer

5) Think of your confidence and self-efficacy as a salesperson

Question	Answer
I feel confident in my current position as a salesperson	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
Name a situation, which boosted your self-confidence as a salesperson	Open-ended answer
Name a situation, which weakened your self-confidence as a salesperson	Open-ended answer
If your self-confidence has been weak, what has helped you gain confidence?	Open-ended answer

6) Think about the feeling of success

Question	Answer

I have had success as a salesperson	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
Name the first moment you feel you had success	Open-ended answer
How did your supervisor react to your first success?	Open-ended answer
How did the organization (including your team) react to your success?	Open-ended answer
I feel like my gaining success grew my confidence as a salesperson	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)

7) Think about the feeling of failure

Question	Answer
I have had failures as a salesperson	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
What was the first moment you failed as a salesperson?	Open-ended answer
How did your supervisor react to your failure?	Open-ended answer
How did the organization (including your team) react to your failure?	Open-ended answer
I feel like my having a failure lessened my confidence as a salesperson	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)

Question	Answer
What helped you deal with the feeling of failure?	Open-ended answer

8) Feeling of connection

Question	Answer
I feel connected to my supervisor	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree
I feel connected to my team	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
In what situation do you feel you started to feel connected to your supervisor?	Open-ended answer
In what situation do you feel you started to feel connected to your team?	Open-ended answer
I can discuss openly with my supervisor, even difficult subjects	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree)
Feel free to specify	Open-ended answer

9) Culture and integration

Question	Answer
I feel like I share the same values as the company	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree
I feel like I understand the organization's decision-making process and politics	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree

I feel like I am a part of the company	On a scale from 1 to 10 (1 = Not at all agree 10 = Very much agree
Feel free to specify	Open-ended answer