

# Protiviti's **PASSPORT** to Exceptional Onboarding



## SUMMARY

*Founded in 2002, Protiviti is a global consulting and internal audit firm specializing in risk and advisory services. They help solve problems in finance, transactions, operations, technology, litigation, governance, risk, and compliance. Clients include over 60 percent of the FORTUNE® 1000 list and 35 percent of FORTUNE® Global 500 organizations. Protiviti's team, which comprises over 3,000 specialists and consultants, brings their expertise to 20+ countries in more than 70 different locations.*

## BUSINESS SITUATION

When Protiviti, a global consulting and internal audit firm, started to look at the effect of their current onboarding initiatives on their growing numbers of new hires, they realized attrition rates were much higher than anticipated. Their turnover rate suggested the onboarding process was not making the new hires feel welcome or fully transitioning or preparing them to be a part of Protiviti's team.

In order to resolve this, Protiviti sought an immersive solution that welcomed new hires to the organization's culture, introduced them to the business of the business, and allowed them to see how they fit into the big picture of the organization.

Specifically, Protiviti sought an experience that engaged and connected their new hires, prepared them for success in the firm, demonstrated how valued they were to the organization, and allowed

them an experience to form networks and friendships immediately. A "wow" factor would be an important feature to produce enthusiasm, understanding, and a sense of belonging among the new hires, as they worked to transition them to productivity faster and empower them with knowledge and understanding of Protiviti's culture.

## ACTION

Paradigm Learning worked closely with Protiviti to bring PASSPORT TO PROTIVITI, an interactive, transformative, and empowering onboarding program, from idea to implementation. Protiviti first consulted with their leadership, recent new hires, and the operations team to understand the best practices in place and the required learning needs for the new hires. A small Protiviti team then worked closely with a team of designers,

project leaders, and relationship managers at Paradigm Learning to conceptualize the program's design and create the program's content.

PASSPORT TO PROTIVITI became a two-day, new hire orientation that included a Discovery Map® activity to introduce and explore the organization's culture, values, structure, missions, and topics important to the new consultants with the use of a fully illustrated visual metaphor. In addition, a custom board game about Protiviti's business had teams competing with high energy and engagement, incorporating content and challenges they would be facing soon on the job. All the components of the program were designed to create a "wow" experience for the new hires and reaffirm their decision to join Protiviti. They learned crucial skills to help them ramp up faster, such as how the firm makes revenue, how consultants interact with clients using signature methodology, and the types of behavior that achieve high levels of success in their career field.

## RESULTS

Feedback from PASSPORT to Protiviti has been resounding and positive, quelling the initial resistance to the idea of using games to incorporate company culture. Employees, senior executives, and new hires alike who have attended the program have expressed their support. "I've worked for four FORTUNE® 500 Companies, and this is the first time that I've walked out of an orientation feeling empowered, informed, and engaged," said Senior Manager Wayne Pleasant.

Resource Manager Angela Damalas also had to say, "The program was both fun and informative. After leaving, I felt empowered, engaged, and ready to get started!"

Protiviti plans to continue to run the PASSPORT TO PROTIVITI program throughout the U.S. for experienced new hires and campus new hires, and they will expand it to global audiences as well.

Overall, Protiviti has seen this excellent feedback continue, and early indicators show that attrition in their first year population is decreasing. Michelle Ratcliffe, Global Learning and Development Leader says: "The program is going very well and the feedback is very positive. It is very exciting to see the impact and value of the program."



*Paradigm Learning is an industry pioneer in adopting games for learning. For more than 20 years, the organization has incorporated gaming elements into the development of award-winning business games, simulations, and Discovery Maps® that engage employees, accelerate learning, increase retention, and drive new behaviors on the job. Recognized as a frontrunner in creating innovative learning designs that are appealing and effective for all learners, Paradigm's powerful discovery learning programs develop workforce talent in the areas of business acumen, strategic alignment, leadership development, and sales effectiveness.*