

From Placement to Probation

Emotional fitness for first-year professionals: the first twelve months decide whether a fresher stays, and a structured rep curriculum measured in streaks, not surveys.

Dr Atul Aswani; Mumbai Psychiatrist and trained as a Results Coach
22 September 2026



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01

Executive summary

Fifteen per cent of campus hires from India's top-tier institutes still leave before the year is out. Call that pattern the **probation curve**: the month-by-month rise and fall of fresher stress and exit risk across the first twelve months. Fresher attrition India has eased, but the first-year leak remains. Deloitte's Campus Workforce Trends 2026 (257 organisations, 505 campuses) puts infant attrition at Top-10 and Tier-1 institutes at 15 per cent, down from 18 per cent. One-year attrition is 19 per cent. MBA hires in the previous wave posted a 37 per cent one-year rate.

The first year is a skills transition, not just a job. Campus hire onboarding wellbeing usually ends at week two, with a group photo and a new laptop. First job stress India does not. A few months in, a fresher in Hyderabad has a ticket queue, a review date and questions nobody has time for. A field experiment at an Indian BPO found that one redesigned hour of personal-identity onboarding made newcomers more than 32 per cent less likely to quit in six months. The rest of the year needs countable daily reps, WhatsApp cohort groups, and an AI coach with human hand-off, measured in streaks rather than surveys. EmotionApp is not a clinical service. It does not diagnose, treat or offer therapy. This paper gives campus hiring and L&D the twelve-month map and a ninety-day start.

02

The problem in India

Campus hiring still prefers IT and ITeS. Retention of those hires is still decided in the first year. Company-wide IT attrition has cooled into the mid-teens. That headline hides the campus-hire window. Infant attrition and the first-anniversary exit are different events from a five-year veteran moving to a GCC.

Deloitte India's Campus Workforce Trends series is the cleanest primary source for campus-hire attrition. The 2025 report (238 organisations, 508 campuses) and the 2026 press release (257 organisations, 505 campuses) give a three-year view of the same buckets.

Table 1. Campus-hire attrition in India, Deloitte Campus Workforce Trends

Cohort	Infant (under 12 months)	1-year	2-year	Source
Top-10 and Tier-1, 2023	21%	26%	28%	CWT 2025 PDF
Top-10 and Tier-1, 2024	18%	23%	25%	CWT 2025 PDF
Top-10 and Tier-1, latest	15%	19%	21%	CWT 2026 press; ET Education
Tier-2 and Tier-3, 2024	14%	17%	22%	CWT 2025 PDF
MBA, Top-10 and Tier-1, 2024	—	37%	32%	CWT 2025 PDF
India Inc., all tenure, 2024	17.4%	—	—	Deloitte Talent Outlook
IT services, all tenure, 2024	15.1%	—	—	Deloitte Talent Outlook

Two readings follow.

First, the floor has fallen and the problem remains. A 15 per cent infant rate at the country's leading institutes is an improvement on 21 per cent. It is still one in seven campus hires gone before the year is out. At MBA campuses the 2024 one-year figure was 37 per cent. That is not a rounding error. It is a structural leak at the point where firms have already spent the offer, the joining bonus, the bench and the training weeks.

Second, company-wide IT attrition is the wrong comparator. Deloitte's Talent Outlook put India Inc. at 17.4 per cent and IT services at 15.1 per cent in 2024, both all-tenure. Infosys later reported voluntary attrition of 12.6 per cent. Those numbers mix a ten-year architect with a six-month fresher. They flatter the probation curve. Use them as context. Do not use them as the campus-hire target.

The probation curve is not a published monthly series. Deloitte reports annual buckets: infant, one-year, two-year. The coined term is the working map L&D needs on top of those buckets. Months 1 to 3 are the surprise. Months 4 to 6 are the belonging test. Months 7 to 9 are the first hard review. Months 10 to 12 are the anniversary window, when a fresher who has not found a reason to stay starts taking calls. The curve is steep at both ends. Current onboarding covers almost none of it.

IT and ITeS remain the most preferred sector for campus placement in Deloitte's 2025 study. That is why this paper speaks first to campus hiring and L&D in those businesses. The argument travels. The data start there.

03

Why current campus hire onboarding wellbeing fails

Three design errors keep the probation curve intact.

Onboarding ends at week two. Most induction is a transfer of firm facts: policies, tools, the brand film, a buddy for ten days. Bauer and Erdogan describe organisational socialisation as a year-long shift from outsider to insider. Role clarity, self-efficacy and social acceptance are the proximal marks. Job satisfaction, commitment, performance and the decision to stay are the distal ones. A fortnight of slides cannot produce those marks. Louis called entry a sequence of surprise, contrast and change. Sense-making is the work. Sense-making does not finish when the laptop is issued.

The 90-day window is not kinder. Kammeyer-Mueller, Wanberg, Rubenstein and Song followed newcomers across early tenure and found that coworker and supervisor support tend to decline after entry, not rise. The organisation invests hardest on day one, then thins out just as the fresher's questions get more specific. Early support predicts later adjustment. Early undermining by a supervisor uniquely predicts exit. The practical reading for Indian campus hiring is blunt. If the only structured attention a fresher receives is the induction week, the firm has scheduled its help for the easiest days and withdrawn it for the hard ones.

No emotional skills are taught. Technical academies are real. Emotional vocabulary is not. Freshers arrive with a first-job script that is mostly private: I must look competent; I must not ask a stupid question; I must treat every review as pass or fail. Kashdan, Barrett and McKnight summarise the granularity finding: a finer set of names for ordinary feeling travels with steadier self-regulation. That is a trainable skill. It is almost never on the induction timetable. The result is a cohort that can write SQL and cannot say, in one word, what the stand-up did to them.

Managers are busy. First-line managers in Indian IT and ITeS run utilisation, tickets and a client. They did not hire the campus batch to become coaches. They will not run a 40-minute weekly wellbeing circle. They can protect ninety seconds. They can, once a month, repeat a strength the fresher has already named. Anything heavier fails in week three. A design that needs the manager to be the curriculum will not survive contact with the roster.

Authentic self-expression is the missing first hour, not a later workshop. Cable, Gino and Staats ran a field experiment at Wipro BPO in India. New call agents were assigned to one of three day-one experiences: a personal-identity hour that asked them to name their best self and use it at work; an organisational-identity hour that asked them to take pride in the firm; or the firm's usual skills-and-awareness control. Six months later, people in the personal-identity arm were more than 32 per cent less likely to quit than people in the standard

process. Control-group turnover was 47.2 per cent higher than the personal-identity group. Organisational-identity turnover was 26.7 per cent higher than personal-identity. Customer evaluations were also better in the personal-identity arm.

One hour. Day one. India. The same industry family that still absorbs most campus hires. Current onboarding does the opposite of that hour. It asks the fresher to put the self away and put the firm on. Then it wonders why belonging never arrives.

04

The emotional-fitness model applied

PULL QUOTE

Social acceptance correlates at 0.40 with organisational commitment and -0.27 with turnover intentions.

Emotional fitness here means a small set of countable skills practised as daily reps. It is not a mood score. It is not a clinic. EmotionApp delivers positive-psychology techniques as reps, with an AI coach and a human hand-off, WhatsApp-first, in 23 Indian languages, on India-resident infrastructure, DPDP-compliant, built under ISO 9001 and ISO 13485. The working motto on every technique page is “counts, never confessions.”

Five elements carry the first-year curriculum.

Name It to Frame It. When a good feeling shows up, name it precisely — one gem family, one word — so it registers and lasts. The count is emotions named plus a granularity score. A precisely named feeling becomes a registered event. Finer emotional vocabulary travels with steadier self-regulation. For a fresher this is the opposite of “I am fine.” Fine is doing a lot of work. Naming “relief after the stand-up” or “pride in a clean commit” builds the language the rest of the year will need.

Call Out Your Own Strength. Right after using a strength, name it in one line: “that was patience, in service of the client.” The count is strengths called. Named strengths get reused. Unnamed ones stay accidental. The call-out builds the identity. This is the Cable, Gino and Staats move, written as a ninety-second rep rather than a one-off orientation speech. It belongs in week one, not in a Q2 workshop.

Follow the Thread to Who You Help. Trace one routine task to the actual human it protects or serves. Write their name into the task. The count is threads traced. Work regains meaning when it reconnects to the human it serves. One name restores the why. Grant's work on beneficiaries is the research cousin: connecting a worker to a named person on the other side of the task raises subsequent effort. A fresher who only sees a ticket queue will leave for any queue that pays more. A fresher who can name the person the ticket protects has a reason that survives a slow month.

Half-Won Is Still Won. Score the day's goals on a 0–10 dial instead of pass or fail. Log anything above zero as progress. The count is partial wins. Pass/fail erases real progress. A 0–10 dial keeps partial wins visible, and visible progress sustains effort. First-year reviews in Indian IT are built as gates. The mid-year checkpoint and the confirmation conversation both invite all-or-nothing thinking. The dial is the counter-skill.

WhatsApp cohort groups. Same joining date. Eight to twelve people. One prompt in the morning. One fifteen-minute Friday circle. An AI coach for the daily rep. A human coach when a streak breaks for seven days. The group is the social-acceptance engine Bauer's meta-analyses keep finding. Social acceptance in the 2025 *Journal of Management* review correlated at 0.42 with job satisfaction, 0.40 with organisational commitment, 0.35 with performance, and –0.27 with turnover intentions. Freshers do not need another portal. They already live in WhatsApp. The cohort meets them there.

Two supporting reps sit under the five. The Big Sigh Reset is the eight-second down-shift between meetings. The Thank-You Ambush is a concrete note, actually sent. Neither replaces the five. They keep the week live when the main rep is missed.

Walton and Cohen named belonging uncertainty: the habit of reading small social cues as evidence that people like me do or do not belong here. Their original experiments were not Indian campus hires, and this paper does not import those sample numbers. The construct is still the right name for what a fresher does with a unanswered message or a meeting they were not asked to speak in. The curriculum's answer is not a speech about culture. It is a daily practice that makes belonging visible in counts: a named strength, a named beneficiary, a cohort that showed up on Friday.

Nicholson's work-role transitions theory is the frame for the whole year. The first job is a role transition. It asks for personal development, role development, or both. A firm that only trains the role and ignores the person is running half the transition. Cable's hour and EmotionApp's reps are the other half.

05

The 12-month rep curriculum by quarter

The unit of progress is a completed rep, not a completed survey. Each quarter has a job on the probation curve, a small set of lead reps, a WhatsApp rhythm, and one metric the employer can watch without holding a health record.

Q1. Months 1–3. Name the room.

The job is to survive the shock of the first role and build a language for ordinary work feeling. Lead reps: Name It to Frame It, daily, ninety seconds; Call Out Your Own Strength, three times a week after a real task; the Big Sigh Reset as the between-meeting brake. WhatsApp: a same-joining-date cohort of eight to twelve; one prompt at 8.30 a.m.; one fifteen-minute Friday voice-note circle. Metric: streak days, unique emotion words used (vocabulary breadth), cohort participation. Pass mark: twelve named emotions and a fourteen-day streak by day 90.

Q1 is also where Cable's finding is spent. Strengths are named in week one, not after confirmation. The manager's only extra job this quarter is to protect the ninety seconds and, once, to repeat a strength the fresher has already called.

Q2. Months 4–6. Find the human.

The job is to connect routine tickets to a named person and stop the "I am a ticket machine" slide. Lead reps: Follow the Thread to Who You Help, three times a week; a thank-you actually sent once a fortnight. Metric: threads traced, thank-yous delivered, cohort attendance. Pass mark: twelve named beneficiaries and one delivered thank-you by day 180.

This is the belonging quarter. Bauer's 2007 meta-analysis — 70 unique samples, 12,279 newcomers — found that social acceptance mediates the path from socialisation tactics to the decision to stay. School-to-work transitions, the campus-hire case, showed a stronger social-acceptance-to-performance link than work-to-work moves ($r = .30$ versus $.11$). Q2 is built for that fact.

Q3. Months 7–9. Keep the partial win.

The job is to hold effort through the first mid-year review, when pass/fail thinking peaks. Lead reps: Half-Won Is Still Won, daily, on a 0–10 dial; one stretch task a week with the difficulty tuned until it is stretchy but doable. Metric: partial-win logs; weekly streak integrity, defined as days with at least one rep; no mood score. Pass mark: forty partial-win logs and no streak gap longer than seven days.

Q3 is where most "wellbeing programmes" have already ended. The probation curve has not. A broken week is repaired without shame. The coach, not the manager, runs the repair.

Q4. Months 10–12. Stay on purpose.

The job is to convert first-year skills into a reason to remain through the anniversary window. Lead reps: a short best-future-self writing sequence

across three sittings; Follow the Thread applied to a project rather than a ticket; Call Out Your Own Strength in the language of the team's actual work. Metric: sessions completed, Q4 participation, 90-day trailing streak. Pass mark: one written "why I stay" line tied to a named human and a named strength.

Q4 is the second steep face of the probation curve. Deloitte's one-year and two-year buckets sit here. A fresher who reaches month ten with no named beneficiary and no named strength is already in the market. The curriculum's last job is to make the stay-reason visible before that call comes.

Across all four quarters the WhatsApp group stays the same. Membership is the joining batch, not a rotating community. The AI coach holds the daily prompt. The human coach holds the seven-day break. The manager holds ninety seconds and one monthly strength line. That is the load model. Anything heavier is a plan that will not be run.

06

Measurement

The dashboard holds no clinical data. That is a design rule, not a slogan.

What the employer sees, aggregated, and only when the cohort is eight or more:

- Daily and weekly rep counts.
- Streak length and streak breaks.
- Emotional-vocabulary breadth: a count of distinct named words at cohort level, not the words themselves attached to a person.
- Participation: prompt opened, Friday circle joined.
- Curriculum milestone hit-rate by quarter.

What the employer never sees:

- Message content.
- A named feeling attached to a named person.
- Coach conversation text.
- Any score that resembles a clinical instrument.
- An individual "risk" flag framed as health.

The product motto is the measurement motto: counts, never confessions. On the consumer technique pages the live line is "Everything you do here stays on this screen. Nothing is sent, nothing is stored." The employer product is the other half of that bargain. The firm buys a retention instrument. It does not buy a window into a person's inner life.

EmotionApp is not a clinical service. The dashboard holds no diagnostic labels, no symptom scores and no case notes. If a person needs clinical care, that hand-off sits outside this product — and the crisis line is Tele-MANAS 14416. Data are India-resident. The build sits under DPDP, ISO 9001 and ISO 13485. The words diagnosis, treatment and therapy appear in this paper only as the legal boundary: this is not those things.

What L&D takes to the CHRO at day 90 is therefore four numbers and a decision. The four numbers are reps, streaks, vocabulary breadth and participation. The decision is keep, tweak or expand to the next campus batch. No slide in that pack should be readable as a health record. If it can be, it does not belong.

07

Implementation

A ninety-day plan is enough to prove the model on one joining batch before anyone talks about an enterprise roll-out. Pick 40 to 80 campus hires. Give them one executive sponsor. Run the table.

Table 2. Ninety-day implementation plan

Week	Owner	Action	Metric
1	Campus HR and L&D	Pick one joining batch (40–80). Name a single executive sponsor.	Batch list locked
2	L&D	Contract the platform. Confirm WhatsApp numbers, language mix, data-processing addendum.	Signed DPA
3	EmotionApp and L&D	Run a 45-minute manager briefing: this is reps, not a survey, not a clinic.	80% of managers attend
4	EmotionApp	Seed cohorts of 8–12. First Name It to Frame It and Call Out Your Own Strength reps on day 1.	90% first-rep completion
5–6	Cohort coach	Daily prompt plus Friday circle. Managers protect 90 seconds only.	Median streak ≥ 5 days
7–8	L&D	First dashboard review with the sponsor. No individual names in the room.	Cohort breadth ≥ 6 words
9–10	Managers	One “call out a strength” in a 1:1, using the fresher’s own words.	60% of 1:1s include a strength line
11–12	L&D and EmotionApp	Day-90 readout: streak, breadth, participation. Decide Q2 continuation.	$\geq 70\%$ still in streak
13	L&D	Keep, tweak or expand to the next campus batch.	Decision logged

The plan is short because the alternative is a twelve-month strategy deck that nobody starts. It sits in a shared folder while the next batch joins. Week 1 is a list. Week 4 is the first rep. Week 13 is a decision. That sequence is how a retention lever actually gets built.

08

One-page checklist the reader can run this week

1. Pull last year's campus-hire infant and one-year attrition. Split by location and manager. One page.
2. List the next joining batch and the language each person actually thinks in.
3. Book 45 minutes with the managers who will own those freshers. Agenda: onboarding ends at week two; the probation curve does not.
4. Decide the metric you will watch at day 90: streak, not a pulse-survey score.
5. Write the legal sentence you will put in the invite: coaching, not diagnosis, not treatment, not therapy.
6. Put Tele-MANAS 14416 in the footer of that invite.
7. Send one Name It to Frame It prompt to yourself today. Ninety seconds. Find a better word than "fine". Then you know what you are asking them to do.
8. Name the executive sponsor before you name the vendor. A curriculum without an owner is an email.
9. Cap the first cohort at 80. Proof on one batch beats a national launch that nobody measures.
10. Protect the Friday circle in the calendar the same way you protect the stand-up. If it is optional in week one it is dead in week four.

09

FAQ

Q1 What is the fresher attrition rate in India for campus hires?

Deloitte's 2026 Campus Workforce Trends puts infant attrition at Top-10 and Tier-1 institutes at 15 per cent, down from 18 per cent. One-year attrition is 19 per cent. In the 2025 wave, MBA hires from the same tier posted a 37 per cent one-year rate. Company-wide IT attrition is a different number.

Q2 Does onboarding actually change whether a fresher stays?

Yes. Cable, Gino and Staats redesigned one hour on day one at an Indian BPO. Newcomers asked to bring their authentic best self to the role were more than 32 per cent less likely to quit in six months than those who received the firm's standard onboarding. Control-group turnover was 47.2 per cent higher.

Q3 How long should campus hire onboarding wellbeing last?

A year. Bauer and Erdogan treat the outsider-to-insider shift as a twelve-month process, not a fortnight. Run the curriculum across four quarters. Measure streaks weekly. Stop at week two and you have measured induction, not the probation curve.

Q4 What can L&D show the CHRO without holding clinical data?

Four numbers, aggregated at $n \geq 8$: weekly rep count, four-week streak rate, emotional-vocabulary breadth versus the week-one baseline, and cohort participation. No message text. No named feeling on a named person. Nothing a clinician would recognise as a file.

Q5 When in the first year is exit risk highest?

Deloitte's infant window and the first-anniversary window. Treat months 1–3 and months 10–12 as the steep faces of the probation curve. Do not stop the programme at week two. The middle two quarters exist to make the second face survivable.

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NOTE

EmotionApp is a non-clinical emotional-fitness coaching platform. This paper describes practices, techniques and coaching. It is not therapy, treatment, diagnosis or medical advice.

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