

YOUR EMPLOYEES

A key to a smart hiring system

Predicting future job performance – there is a R.O.I.

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When it comes to hiring the right person for the job, some companies just fill slots and others find people who are effective in their work and contribute to the success of the organization. Why have some companies been better at dramatically reducing costly hiring mistakes and ultimately turnover? What's the real secret to successful hiring?

The secret lies in developing a hiring system that works. The hiring process can be long and complicated or it can be succinct and effective. In this article, I will describe one way you can reduce turnover and costly hiring mistakes, and hire only those people best suited to the job and who, once hired, can reach peak levels of performance in record time.

It's often stated that the three requirements for a good hire are knowledge, skills and personal attributes, the latter equating to behavioral style and motivation. Most often, knowledge of your business and work-related skills are considered by hiring authorities the "key factors" to success on the job. Not so.

All are important factors, but I suggest that motivation, temperament and approach to the job are the driving factors. Understanding a person's behavioral type is vital to understanding how they will perform, relate to internal and external customers, and how training and development programs could be designed to address the special needs of each person. I suggest also that this is true for any position, be it executive, management, outside sales, inside sales, or clerical and semi-skilled positions.

Let's take an example. Often, hiring good salespeople is a very difficult process. As the income generators of the organization, companies can live or die by the quality of their sales force. They may come to you with industry or related experience, but how do we "level the playing field" as to whether they are a "good hire" or not? You are surely looking for someone who is self-motivated and behaviorally suited for the job and who additionally possesses the following characteristics:

- highly motivated by money
- eager to learn
- self-confident
- stimulated by challenge
- persistent
- competitive
- able to cope with rejection

- great listening skills.

The big question is how to confirm that they actually *possess* these characteristics. The even bigger question is whether they will *apply* their selling skills on a steady and consistent basis, if hired. The same is true for entry-level salespeople who may not yet have well-developed selling skills. If you hire them and make an investment in training, will they apply those new skills consistently?

How can you differentiate between those who will be successful and those who will eventually have to leave —

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resulting in a costly, and maybe even a devastating, mistake for you? You need a screening and assessment tool that measures behavioral and motivational issues and that provides a "heads-up" on the training investment that may be required to bring a candidate up to par. Today, you can not depend solely on the interview, resume, work history or references, because they often look good and just as often do not reveal all you need to know.

How to level the playing field? The answer is professional assessment screening tools (sometimes called "assessment instruments") that are used by many successful hiring authorities, professional headhunters and human resource professionals.

Joel Becker, CEO of Torrington Supply Co. in Waterbury, Conn., has used assessment instruments for some time for almost every position in his company. He recently stated, "You have to look into people as well as at them to optimize your ability to place the right person in the right job. These types of assessment instruments have provided a value-added tool by assisting us in hiring only the most motivated candidates that are suited to the job. They highlight those who require minimal supervision, provide training insight, and also help us to enhance the performance of existing personnel."

Today, there are a variety of prominent pre-hire assessment tools available in the marketplace that can be administered to employment candidates. They may be called The Success Factor Analysis, The Sales Strategy Index,

Predictive Index, Personality Profile, etc. Most take only a short time for the candidate to complete (some as little as 10 minutes). Some are better than others, but they all have one thing in common — they go beyond the typical interview questions, which in today's job market most candidates are "groomed" to answer (contact me if you would like some great interview questions!). They assess behavioral and motivational issues vital to the job and take much of the potentially erroneous subjectivity out of the hiring decision process.

The concept behind these assessment tools is to compare the candidate against successful people in the same type of job using extensive job-specific comparative databases. The best assessment tools have the following characteristics:

- Allow you to provide input as to your own specific "custom job criteria" (what is important to you), i.e., is the job focused on tasks, does it require people skills, must the candidate have high levels of achievement and drive, or is most of the work assigned?
- Assessment results return clear job suitability ratings and an "alert" when an applicant is a "mismatch" to the job.
- Up to 98% accurate as to how the candidate will perform on the job.
- They screen out asocial candidates,

Bristol launches new training program

BRISTOL, VA. — Bristol Compressors is launching a new comprehensive training program for dealers and contractors. The classes are designed to keep technicians up-to-date on the latest product innovations and solutions. Successful program completion qualifies as two hours of NATE continuing education credit.



The program begins with an overview of the latest in compressor technology, including field analysis and reliability studies. Instructors will also cover mechanical and electrical troubleshooting, compressor change-out procedures, and computer training including the use of the internet tools and Web-based

those who are not motivated, lack a high degree of work ethic and will not respond positively to supervision.

- Is not some generalized software program with totally computer generated results.
- A trained analyst, who can provide a detailed analysis and be available for consultation, has reviewed each assessment and provided comments.
- Is available in various languages.
- Can be administered either "paper based" or on-line through the internet.
- Provides detailed training recommendations to ensure a high level of productivity in new hires.
- Can also be used for existing employees for post-hire performance assessment and development.

The use of an assessment tool as part of your new "hiring system" makes it imperative that, for every position, you know what is important (the key personal attributes you are looking for) in selecting a new hire. Once you get through with the interview, don't you want to be assured that the potential new hire really is who you think they are?

Isn't it wise to test for "motivation and approach to the job" *before* making the hire? I'm not suggesting you test every applicant. But, if through your screening process you determine that a candidate possesses the knowledge and/or skills required, then narrow the applicants down to a few of the best by including these assessment tools, as a new value-added component, in your hiring system — one with a definite return on investment! ■

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cross reference engines to identify problems and find solutions.

At the end of the program, dealers and contractors will be given a straight-forward, easy-to-use technical resource manual featuring detailed product and installation information and a handy slide-rule troubleshooting guide. They will also receive a certificate for submission to NATE to be credited for two hours of continuing education.

To request a training session, dealers and contractors can call J.D. Harbaugh at 276/645-2430 or register online at www.bristolcompressors.com. Bristol will provide all necessary equipment and materials at no cost. Times and locations will be set up individually, at the convenience of the dealer or contractor.