

LEADERSHIP & MANAGEMENT SELECTION – A CRITICAL HIRE!

Ty Swain Growth Dynamics

Today's Leadership Challenge... The "right" People

Based on the dynamics of our marketplace... the need for strong and effective leadership is critical for success in sales, operations, customer service and every area of your business. As CEO's and Presidents look to strengthen and grow their organizations, the need to have the right management and supervision is critical for employee development, retention and performance.

According to research published in June 2012 by SHRM (Society for Human Resource Management), 83% of manufacturing companies are struggling with HOW to attract, select and even promote the right people in mid-level management to and executive-level roles. The reason: Today's companies are changing... doing more with less and working to support a changing marketplace where customers want more for less as well.

"The right manager or supervisor creates stability and trust resulting in a work force that stays and performs."

Why Fit is Important...

More often, companies seeking strong leadership fail to hire, promote or attract the right people because they do not define the role accurately. This leads to promoting or attracting the wrong people who fail to perform... or worse... impact other employees' productivity, company profits, and growth.

There may be interest in promoting from within to create advancement opportunities for employees or because there is the belief that it's easier to work with someone you know. Many times, a manager or supervisor is selected from within because it is policy, or it is considered easier to bring a person internally into the role, or they are a top performer in their current role. The fact is...success in the current role may not necessarily dictate leadership success in a role with higher responsibilities, pressures and challenges. Problem is...if that person fails in the leadership role, you may lose a top performer.

Reality is... leadership success is based on people performance. Poor Fit = Poor Performance.

Today, the selection of the right people is a complex challenge.

While being a successful supervisor or manager requires a combination of attributes, characteristics, motivation, and experience, it is also important to consider a person's overall fit with your business.

Culture, Performance & Leadership Fit

Each company's culture and environment dictates a different fit for performance... and therefore different talent. Asking yourself the following questions can help get you thinking about your company's requirements for the manager or supervisor role:

- What is your company culture?
- If they will lead people... what are the employee / team dynamics?
- What level of leadership experience is required?
- What knowledge and experience is needed for success (i.e. industry knowledge, operational/production knowledge, etc.)? What compensation does the role require and does it fit the role?
- What is failure defined as in the position?
- What training, guidance or support is available to assure their success?
- How will they fit with the manager they must report to... what is the synergy?



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Management / Supervisor Selection & Success – Getting Started

By defining the role, you can then determine primary areas of focus such as managing, coaching and developing, administration, or engagement in other areas of the business (marketing, service, production, customer, etc.).

Having a visual representation of the primary areas of focus for the role, as shown in the graph, can be a valuable leadership resource for role accountability, selection, and even development.



Defining Leadership Performance Criteria

Success in any role is based on measurable parameters or metrics. Often, companies may hire a manager or supervisor and then attempt to define performance expectations that fit the new hire. It should be the other way around. Clearly define the performance metrics, goals and expectations for performance so you can accurately assess how to compensate for the role and how to measure success to create accountability. Defining the primary and secondary requirements of the role will give you the blueprint to attract and select only those who fit.

Attracting the Right Candidates

Once the role focus and performance criteria are defined, you can create an ad for internet job boards that will attract better candidates to bring into your interview process. Utilize specific key words from the role definition and criteria to create greater success in attracting better qualified candidates.

The Targeted Interview Process – No Longer a Generic Form

The most effective interview method requires that the interview questions and format match the role expectations and requirement.

Interviewing is time-consuming and requires a focused process to effectively qualify, select or eliminate potential candidates. To properly and effectively select the right managers or supervisors, questions asked in the interview must be related to the role and performance criteria and link to the importance of the job. No longer is generalized interviewing or “gut” decisions on hiring accepted. Research shows that unplanned, non-defined interviews do not effectively qualify

FACTORS FOR INTERVIEWING SUCCESS:

- Interview process must ask targeted, role-specific questions aligned with the position, the company and culture and seek to define the candidates fit for the role.
- Interview process must be easy for managers to utilize, follow and execute to prompt and lead hiring managers with sequential questions that allow them to focus on listening, responding, and measuring candidate responses vs “what questions do I ask next?”
- A process that allows all interview personnel to track, measure and recall numerous candidate interviews for effective qualification and selection.
- A process that communicates interview results and recommendations through to the next line of management decision personnel.

candidates. Sometimes, the best decision you can make in the interview process is to continue looking.


How They Will Lead

A great manager or supervisor can inspire and motivate, eliminate obstacles and create an environment for performance and accountability. To do this, they must be successful in earning the trust and respect of their peers and employees. Today, the title of “Manager” does not earn employee’s respect... that requires time, actions and success.

During the interview, utilizing real-company examples and situations for them to respond to will help you see their style and understand how they will support your team. In addition, provide an opportunity to meet the employees they will lead or manage. Let the employees ask them questions and create dialogue... watch how the staff responds to them. Last, ask your employees what they think... you’ll be surprised because they will help you hire the right person. They don’t want a bad hire anymore than you do.

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Remember... top performers can easily leave your company and WILL if the leadership does not meet their expectations... what is that cost to your business?

The right managers will be more effective with your people, get higher performance and drive increase employee satisfaction, growth and performance. 



GDI provides world-class sales leadership solutions for the selection, performance and retention of top performers in today’s leading organizations.

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