

NEXT TIME WILL YOU SELECT AND HIRE THE "RIGHT" TOP PERFORMERS?

Ty Swain Growth Dynamics

Often, the number one question I receive from CEOs and executive leaders is this:

"How do I attract, select and retain the right top performers...those who will perform, stay and fit our company?" This is a big priority and area of focus and concern in all types of businesses today.



As industries and companies have evolved and changed...so has the difficulty and complexity of hiring the "right" people in sales, leadership, service and other critical roles. No longer is hiring and selection a human resource issue, it is truly the most noted leadership topic in today's businesses. The reason for this is complex as well: the economy and marketplace have forced businesses to change how they operate...to do more with less, be more efficient, and be more strategic. This makes it critical to select and keep the best-of-the-best.

Yes... finally, employers have realized that human talent is not a commodity and that we can no longer hire just anyone or let any employee just "try." The wrong people DO affect customers, employee morale and your business's future. It's real.



Think about this...how often have you hired someone whose best performance was in the interview?

Leaders must hire the "right" people. The right people must fit the role, your company, the customer and your culture. Research shows that the right employees learn faster, perform better and stay longer.

THE MOST IMPORTANT FACTOR OF HIRING – DEFINE TOP PERFORMANCE IN THE ROLE

Often, as employers seek to hire the best-of-the-best, they fail to first define the role or establish a top performance benchmark so they can effectively attract, select, lead and retain the "right" people who fit their company, culture and the position. If you do not define the role effectively in advance, you will attract average employees who will bring average performance and success. An accurately developed "benchmark" will define the skills, experience, motivation, compensation, cultural fit, leadership, training and support required for success.

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Moreover, once a role is clearly defined, it's easier to recruit and attract the right talent, making it is easier to select the best-of-the-best. The "benchmark," or top performance

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standard, provides the foundation to build targeted programs to recruit, compensate, lead and retain these employees.

USING AN ASSESSMENT TOOL—WHAT'S RIGHT?

Once you have a benchmark or top performance standard for the role, an assessment tool can help you validate a person's fit for the role requirements.

Research studies have proven that the right type of pre-employment assessments can improve employee selection accuracy by over 40%. Today, there are hundreds of differing types of assessment tools from personality, behavioral, aptitude, intelligence, skill and predictive tests. Surprisingly, of the estimated 1,300 on the market today, only 12-15% are validated and considered accurate tools for employment selection.

"Studies prove hiring effectiveness and retention improve by over 40% when utilizing the right pre-selection tools to hire and develop top performers."

-2012 CSO Study

Predictive Assessments

Research shows assessments that "predict" employee success are becoming less accurate or effective because today's roles and employer scenarios are diverse, dynamic, and no longer based on standard metrics. These types of assessments (i.e. Kurlan, Chally, Caliper, PI, etc.) attempt to predict success in a role by comparing a candidate's results against industry standards or criteria when there is more to role success than the assessment.

As today's ever-changing business environment has become more dynamic, the "standards" utilized are often less and less accurate or valid because success in one company versus success in another is no longer universal. Each company has its unique leadership, culture and requirements, calling for different behavioral traits, attributes, skills, experience and fit.

Consider the following when using assessment tools:

- Define the specific skills, performance requirements and competencies the role requires for success.
- Utilize the right type of pre-selection assessment that measures candidate fit to the role criteria.
- Select an assessment that provides both pre-selection and development recommendations.
- Seek consultation to assure understanding of the assessment results.



Pre-Selection & Developmental Assessments

The most effective selection assessment tools (or "tests" as some companies call them) are developed to be BOTH a pre-selection and a post-hire developmental tool to help a manager select, lead, manage and develop a new employee. In addition, the most effective assessments assess 4 primary areas: 1) skill, 2) motivation, 3) cognitive attributes (thinking and focus), and 4) behavioral characteristics.

Selection Success

The assessment tool should provide the hiring manager with information about the candidate's strengths, *continued on pg. 25*

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capabilities, motivation and skills, and validate what has been learned in the interview process. The assessment results can help the hiring manager identify targeted areas that can be further explored in follow up interviews.

Hiring managers who utilize a validated assessment tool during the hiring process agree it gives them greater confidence and “insurance” in making the decision to hire or not to hire.

Assessments for Development

An assessment that is both pre-selection and developmental provides an employee and their manager with information to determine strengths and areas of challenges to support performance improvement and retention after the hire. This creates a program that supports a manager’s need to select, develop and retain the “right” people.

THE SOLUTION...HIRE TOP PERFORMERS WHO FIT YOUR COMPANY

Effective employee selection is no longer a human resources issue, it is a strategic leadership challenge that impacts the bottom-line. Poor hires impact a company’s

sales, profitability, shareholder value, and customer retention. As companies today struggle to compete in an ever-changing and competitive marketplace, knowing if you have a team of people who exhibit the rights skills, characteristics and abilities is crucial for success.

Research has proven that employees who "fit" your company, the role, and the customer will stay longer, be more effective, and offer a sustained competitive advantage to your company and customers. **CSC**



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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