



Harry Franzheim—an HR/OD Practitioner for over 30 years—has published this newsletter to bring you careful insight into reducing costs and unlocking employee potential.

AT ISSUE

*When you begin to add staff, don't make your selection based solely on talent. Instead, select people that have the "right behaviors" for your company as well as the skill to perform.*

## Hiring Talent That Doesn't Fit In?



### HR Fact:

“The definition of insanity is doing the same thing over and over and expecting a different result.”—Albert Einstein

If you want to shift your business culture, you need to review and renew the process by which you select, train, and lead new employees. Continuing your current process will only get you more of what you already have.

Without a doubt, given this economy, there are a lot of very talented and experienced people available to hire. A hiring manager will get swamped with resumes and e-mails from highly educated people with excellent credentials, experience, and references. Unfortunately, this makes the selection process harder, not easier, for the decision maker. Sorting through the stack can be a grueling process, and without the proper tools, it is easy to succumb to the pressure of finding the most talented candidate. Yes, we want to consider candidates that have the requisite education, work experience, and history, but that sorting process can happen very quickly and it is a small part of the selection process. Yet reviewing resumes probably consumes most of the time and gives us no real clue what it would be like to work with the candidate. So the next step is the interview. And that can certainly tell us about

the right fit. Right? No, not really.

#### Behavioral Interviewing: Good Enough?

The interview process has improved over the years; so too have the skills of the people being interviewed! Behavioral interviewing is a technique that throws scenarios at the candidate and asks how he or she has handled similar situations in the past. This is a pretty clever approach to the interview process, but most candidates have prepared themselves for just such questions. This makes it hard to get a good read. Behavioral interviewing also falls short when the interviewer has no idea what the correct answer should sound like.

#### Screening Tools

So what to do instead? First, use a screening tool that can determine behavioral fit. A great example is JOBehaviors.com, which provides an online assessment with an immediate rating of 1-5. JOBehaviors.com has done the research and the EEOC

validation process that allows you to legally and quickly find the “needle in the haystack” of applicants. The tool requires a self-assessment (paired comparison) of job behaviors specific to a job classification. Applicants choose the behavior that describes them best. All responses are good, but some are better. Depending on the applicant’s responses, the tool will spit out a 1-5 rating. Only those with a 3, 4, 5 rating are considered for further review. This screen can knock out 60-65% of the candidates that may otherwise have impressive resumes and impressive answers to the behavioral interview questions. Only those candidates that meet the requirement will have their resume reviewed. This creates a much smaller candidate pool, which will save you time and money.

Once the herd has been thinned, use a criteria-based decision matrix to sort for the “ideal candidate.” It’s simple—ask, What are

the ideal attributes, skills, and abilities for this particular job in this particular work environment? Down the left side of the matrix, list the criteria. List the candidates across the top, as shown below. For each criterion, identify the “perfect” reply and assign that a score of 4. Identify the “worst” reply and assign it a score of 1.

CRITERIA: WAREHOUSE SUPERVISOR	CANDIDATES		
	A	B	C
BA degree and 5 years in warehouse			
3-5 years supervision of 5-10 people			
WMS (SAP preferred)			
LTL or parcel experience			
Professional with body of knowledge			
Inventory control and accuracy exp			
Computer literate			
Interpersonal skills			
Customer centered			
Positive attitude			
Forklift certified			
Hands-on leader			
Knows OSHA/WISHA req's			
Team building experience			
Process improvement experience			
HR savvy			
Gut			
CRITERIA	RATING		
Got it plus more	4		
Got it	3		
Some	2		
Not enough	1		

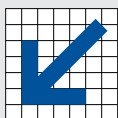
Only those with the highest scores will be interviewed—typically 3-4 people. Notice that the “gut factor” is included. Your gut reaction is a valuable indicator and to think that it does not influence your decision is unrealistic. So include it, but make it only one piece of the overall criteria. Use a similar process with the behavioral interview questions. Be sure to ask each candidate the same question, have an idea of what the “right” answer is, and rate the candidates based on their response. The candidate with the highest overall score gets the job offer.

**Panel Reviews and Simulations**

Consider using panel hiring teams with this same method; it will be interesting to see how each evaluator scores the

**TIP FOR KEEPING**

# Costs Down.



It is expensive to bring a new employee on board. But it is even more expensive to bring the wrong person on board.

Before you add staff—see if you can avoid it all together. Look to see who else in the organization has time and capacity to take on more work. Given today’s climate, employees are very eager to make themselves as valuable as possible. Also, look to remove wasteful and redundant activities that are a natural part of group dynamics at work. Eliminating enough of those activities may free up resources to get the work done that you thought you needed a new hire for.

**TIP FOR KEEPING**

# Productivity Up.



Another alternative to adding staff is to tap into the synergistic value of true teamwork. When employees work in high-performance teams, the employer generally needs fewer workers to get the work done. This is not just a ploy to get more for less; it is a statement of fact. Teams that work really well together will tell you that the last thing they need is a new hire. New hires are just another form of work! Someone needs to train them and “show them the ropes”; they bring the performance of the entire team down. And, if you bring the wrong person (with the wrong behaviors) onto that team, you will set the team back a few stages of development.

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candidates. Using a panel can help eliminate any interview bias problems that can occur. Another approach is to use a simple assessment-center approach. An example of this is to invite a number of candidates to a 2-hour session where they will experience a business simulation or a mock production environment (play-doh factory) and they will have to work together to accomplish a task. Careful observation will give you a clue about a candidate’s behavior.

**Observe the Behaviors**

Recently, we adopted a similar interview process whereby the interview starts as soon as we spot the candidate arriving for the appointment. We observe the candidate parking the car, getting prepared to enter the building, and greeting the receptionist. We observe the candidate while completing paperwork, taking assessments, and departing. We look to see if the candidate is conscientious, organized, polite, thoughtful, neat, communicative, and pleasant. We agree that certain behaviors are unacceptable—like spitting on the ground, crushing out cigarettes and leaving them in the parking lot, using a cell phone or text messaging in the waiting area or during the process. We expect paperwork to be neat and complete. We expect candidates to clean up after themselves, pushing the chair under the table and putting the pen back where they found it. We expect them to say “hello,” “thank you,” and “good-bye.”

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**Productive Employees for the Long Term**

Finding talent isn’t hard. Finding talent that can be a long-term productivity gain for the work group is harder. It is more important to find people that have the “right behavior” for the job and for the environment than to have the best and the brightest. You can always train someone that has the right behaviors to learn the job. But it is a long, frustrating process to change behaviors of an employee, even if (and perhaps because) they are the most talented. **ne**



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