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**Quotable Quotes**

*"In the minds of great managers, consistent poor performance is not primarily a matter of weakness, stupidity, disobedience or disrespect. It is a matter of miscasting." ~ Marcus Buckingham*

*"People are not your most important asset. The right people are." ~ Jim Collins, Good to Great*

*"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies." ~ Larry Bossidy, Chairman and CEO, Honeywell International, Inc.*

Dear Jean,

Are you a right fit in your organization or company? Are your colleagues? Is your manager? This is a question I hear from individuals about once a month. This question is asked of managers and staff and most often when things just don't seem to be going quite as smooth as the person would like. It is possible to be hired and for many years feel as you are the perfect fit in the organization. Then ... something changes ... a new manager ... new operating principles ... new co-workers ... new customers ... new and different work ... Whatever the "new" might be, we are all challenged at some time in our careers to consider that the right fit is missing. This may be the single greatest challenge of any organization - getting the right person into the right position. If it is a good alignment, your performance management processes will run smoothly. When the right fit for the employee or for the organization are misaligned, then the performance management processes are tested and challenged. Where do you start to ensure the fit for you or for your organization? What might you have to do a bit differently from this point forward? Read on ...

## Getting the Right People

I have been that manager who has hired the 'right' person for the job, a 'maybe the right person' for a job and also the 'wrong person' for the job. All three scenarios created significant challenges for me and my staff. The challenges included knowing the amount of time to allow for the new employee's learning curve and nuances of the work, selling the staff on the 'rightness' of the new hire, or knowing how much time you give for the new hire to adjust and integrate fully into the work, the workplace and the culture.



Selecting the right person often begins with a recruitment period. Whether you actively seek the person with the right knowledge or post a job description with your requirements and your wants, the search for the person with the right talent takes time. While you are looking you are often managing the work with less than a full staff complement. There is the requisite screening by HR to ensure you have candidates that initially meet the mandatory requirement for knowledge, education and experience. The 'wants,' the nice to haves, often become the bonus.

What else comes into play when you find yourself with a position to fill? Consider this from the hiring manager (HM) and the new employee's (NE) perspectives?

HM: Do I hire for the position that is vacant or for the new work that we are trying to grow?

NE: Do I sell my talents on just what the company is asking for or the additional talents I can bring to the company?

HM: Do I want/need to hire someone with some work experience or someone that is new to the workforce?

NE: Will this company appreciate my ideas and allow me to sit in on the decision making?

HM: Will the new employee appreciate our company history and legacy?

NE: Is the new company ready for change and will my experiences bring added value and be appreciated?

HM: Can the new employee meet the challenges of the work and be prepared to go the extra mile?

NE: Will I be able to do the work I want to do? Will the company give me the support I need to do the job to the best of my ability?

These are just a few of the questions that the hiring manager and the potential new employee might consider during the hiring phase. Most of the research will advise you to do some definitive preparation for the hiring interview and consider a process that allows you to hire an employee that can be flexible and meet the demands that may be unanticipated. Behavioral interviewing may be your key to learning more about how your employee can work vs. what they are known to execute well. Know that there are several other interviewing techniques to include the

traditional face-to-face, telephone, group/panel or case study.

I learned a lesson long ago when I hired the wrong person for a job. I was swayed by my manager and my supervisor who thought a potential candidate was the right fit for the job. I wasn't convinced - felt so strongly in my gut that while he talked the talk and had the experience, he didn't seem to be the right fit for our employees, customer and the work we did. Against my better judgment and thinking that I just wasn't seeing what my interview team did, I agreed to the hiring - truly, a hard lesson learned. Painful for many months and almost destroyed a high performing department. At the end of it all, when the employee finally left after 6 months, my manager made a point of telling me to always listen to my gut. I have never forgotten that and pay attention to this intentionally.

There is also the employee who is not new, the employee who chooses to move within the organization for a new challenge or new type of position. As with most performance management programs, they must be unique and customized for the organization. There is a cultural component to consider. What is the organization's work? What are the skills needed today to achieve success? What are the skills needed tomorrow to keep the organization alive and the employees doing meaningful work.

Check out the multitude of resources available.

For the individual ... Discover the right fit for you personally. Seek out the right organization and the right work that allows you to contribute and achieve meaning for you and your work. Do your homework and seek out the right organization that values you.

For the organization ... Pay attention to what you need now and in the future. Ask the right questions when you are ready to hire. Feel the fit and know that for every person you hire as the right fit and every one you turn away - you have always given the gift of an opportunity for the person to be in the right position.

## **Tools and Resources**

### **FROM THE BOOKSHELF**

[FYI for Talent Management](#) by Robert W. Eichinger, Michael M. Lombardo, Cara Capretta Raymond (2004-2007)

[Gen Y Now: How Generation Y Changes Your Workplace and Why it Requires a New Leadership Style](#) by Buddy Hobart and Herb Sendek

[Match: A Systematic, Sane Process for Hiring the Right Person Every Time](#) by Dan Erling (2010)

[The Complete Guide to Recruitment: A Step-by-Step Approach to Selecting, Assessing and Hiring the Right Person](#) by Jane Newell Brown (2011)

[96 Great Interview Questions to Ask Before You Hire](#) by Paul Falcone (2008)

### **THE INTERNET CONNECTIONS**

Go 2HR - Employer Resources - [4 Steps to Hire the Right Person](#)

[12 Tips for Selecting the Right Candidate for the Job](#) by Alison Doyle (2015). Focus more on accomplishments when interviewing and 11 other tips.

[The Right Person for the Job](#) by Pamela Holloway. (.pdf) How job fit addresses key problem areas. Selections based on emotional intelligence provide big return and more...

[Hiring Differences Between the Three Generations](#) by Keith Griffin (2015)

[Hire for Organization Culture Fit First, Skills Second: 5 Steps to Achieve That](#) by Jenny Jedeiken (2014)

## Reflection

For your organization ... take your time and be diligent about making the right choice when hiring a new person into your organization. Work with your team members or your interviewers to be clear about the questions you will ask and the type of person you want to and need to hire - the one that will add one more strong and clear piece to the puzzle of your organization. Your task - design your interview to allow you to 'know' the right person when they are sitting in front of you. If you need more than one interview appointment with a person, because it is so critical to get it right the first time, then consider it your preparation for hiring the career employee - take your time. If you could only ask 5 questions of the potential candidate - what would those 5 questions be?

- 1.
- 2.
- 3.
- 4.
- 5.

For you, the individual, looking for the right position, the meaningful work, the chance to shine, to grow, to be valued, to contribute, list the 5 things that you absolutely must have in your work to be the best you can be. Once you have that list, then what are the 5 questions you need to walk into the interview with. Make sure the answers given to the 5 questions have an opportunity to encourage, inspire and grow you into more than you think you can be.

- 1.
- 2.
- 3.
- 4.
- 5.

## Choose To

Challenge the status quo of hiring techniques ... design your five questions ... trust your gut ... know that the right person is waiting for the opportunity ... choose to hold the promotions for those that can earn it ... Choose to ... know that you, the individual, are responsible for ensuring the right fit ... that you may be the right person for the job ... and if you aren't ... then you may be the right person for another job ... receive a rejection as the gift to find the better place that is a right fit for you.



## April Joyful Observances

### [Distracted Driving Awareness Month](#)

Month of the Young Child

### [Keep America Beautiful Month](#)

National Pet Month

Confederate History Month

Laugh at Work Week (April 1-7)

Explore Your Career Options Week (April 4-10)

[National Wildlife Film Week](#) (April 16-23)

[National Dance Week](#) (April 22-May 1)

National Princess Week (April 24-30)

Poetry & The Creative Mind Day (April 1)

[Read a Road Map Day](#) (April 5)

National Sibling Day (April 10)

Ellis Island Family History Day (April 17)

[World Book Night](#) (April 23)

[World Tai Chi & Qigong Day](#) (April 30)

## Administrivia

My Constructive Choices Audience...

- \* Professionals wanting to be at choice in their career and daily work,
- \* New managers (and aspiring leaders) transitioning to establish a leadership role in their communities,
- \* Individuals wanting to sort through the choices, build a more fulfilling life, live their voices, and...
- \* Coaches who choose to step out, show up, and say - YES, it IS all about YOU!

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