



HELP WANTED

A recruiting strategy is a formal plan of action involving an organization's attempts to successfully identify, recruit, and hire candidates for the purpose of filling its open positions. Talent recruiting professionals follow best practices and strategies in employment branding, sourcing techniques, social recruiting, and stay on top of the latest recruiting technology trends. Many HRM leaders pursue the “Great Place to Work” designation strategy.

Talent Recruiters employ various tactics to bring the best candidates to their companies. Recruitment, covering the entire process of sourcing, selecting, and onboarding employees to an organization, is a function typically housed within Human Resources Management function.

The person responsible for developing effective recruiting strategies will usually be a talent acquisition manager, director of personnel, or an HRM Generalist recruiting/sourcing manager.

Recruiting program changes at a strategic level may include the enhancement of candidate communications, the development of talent succession planning, the optimization of recruitment channels, evaluation of interviewing processes, and the deployment of new recruitment technology. This process is both objective and subjective.

Recruitment is just one aspect of talent acquisition, that has to do with the selection and hiring of a candidate to fit a job vacancy. Talent acquisition, on the other hand, is a broader sphere.

The definition of talent acquisition spans employer branding, recruitment marketing, the process of recruitment itself, which includes candidate relationship management, an onboarding plan that involves succession planning and talent development, and continuous strategic alignment with organizational mission, vision, goals, and objectives.

Developing a talent acquisition strategy is complicated. It takes on myriad forms based on the organization's culture, industry, location, business needs and available talent pool.



The key to successfully developing a well-structured recruiting and selection program is depicted in the following comprehensive HR strategy:

Develop an accurate job description to describe the roles the individual will fill, the skill sets they will need, the personality attributes that are important to completing their tasks with competence, and any relevant experience.

Compile a 'success profile' of the ideal employee for key positions in the organization that are critical to the execution of the business plan including the key qualifications.

Remember, once the advertisement is published, the next steps are a 'weeding out' process. Through the process of deduction, the hiring manager will arrive at a short list of possible candidates that will be used for prescreening.

Many organizations turn to the computer to scan resume information and pull-out key word references to arrive at a short list. Furthermore, some retain the services of a hiring agency to perform these professional services and then deliver a short list.

Use the short list of potential applicants and call these candidates using a consistent set of phone-screening questions which will help ensure you are evaluating candidates equally. While on the phone, you can tap into your intuitive mind as a pre-screening tool.

Based on the responses to your phone interviews, select the candidates you feel are best qualified for the next step in the process. Many organizations request serious applicants to undertake pre-employment testing to confirm knowledge, skills, and abilities.

Additionally, some organizations run security background checks and credit checks, which may also be mandatory compliance to risk management policy.



When you are being considered for a job, your potential employer evaluates myriad factors: your education, your experience, your successes and failures, and your personality.

Increasingly, organizations are turning to personality assessments to hire more effectively and avoid expensive and potentially embarrassing hiring errors, especially at the executive level.

A growing best practice is also to require that the candidate submit to a personality test as a dependable assessment tool to that will analyze the core behavioral traits and cognitive reasoning speed of your applicants. The success profile created earlier for this position will help you determine which behavioral traits are important for that position.

Many organizations have added personality assessments to the job applicants online experience. Based on the assumption that an assessment will measure personality traits, specifically those believed to be related to policy compliance, customer awareness, integrity, and ability to collaborate. ... characteristics of the ideal candidate to add to the team.

With hundreds of product offerings, HRM professionals should explore their options carefully before deciding whether a personality assessment is right for their company. Even after careful selection of an assessment, they should not rely solely on the test results when making hiring decisions. Scientific experts have determined that personality assessments are not accurate.

Knowledge, Skills, and Abilities are a priority and will always remain the key factors in hiring decisions. It is important to give the same treatment and weight to the results of candidates.

The caveat to consider is your actual organizational culture vs. your 'ideal' culture. In reality, the 'ideal' candidate may not be a good fit for your actual culture, unless they have the opportunity to influence organizational development. Not much weight is placed on a personality assessment score in the hiring decision; it is more telling of tendency only.

Testing is the application of science to the prediction of fit and success to the job, and in today's tight job market, job seekers can expect closer scrutiny in the form of personality testing, as well as behavioral and cognitive testing.

Many assessments are based on the Five Factor Model, which consists of openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism. Those assessments have received the most support by research and peer review; however, a job applicant may falsely represent themselves.

There are certain types of positions that lend themselves to personality testing, including jobs that tend to draw on personality as well as a certain skill set. Companies often administer personality tests for positions that require strategic thinking and complex decision-making.

According to experts, some of the most used tests on the hiring side of the house are the Sixteen Personality Factor Questionnaire (16PF); Dominance, Influence, Steadiness, Conscientiousness (DISC); however, one of the most well-known personality tests, Myers-Briggs, is rarely used by hiring professionals anymore.

Technological and scientific advances have ushered in a new crop of personality assessments that use computers and mobile games. Pymetrics uses brain games based on neuroscience to assess 50 cognitive and emotional traits and to match workers' EQ to employer needs. Some organizations like The Predictive Index and say their product meets accuracy standards.

The overall point of performing these tests and others like them, is to investigate deeper than any job interview ever could. Personality and psychological tests are just one of several data points used to make a hiring decision; it is just another point in the decision-making process.

Recruiters and human-resources managers generally prefer to perform psychological tests early in the selection process, and many are now conducted online, before an initial interview.

There is really no way to beat the test, according to psychotherapists. There are actually very little people can do before taking a validated, reliable assessment, so the best advice is, and always has been, to simply answer the questions as candidly and as openly as possible.

Self-awareness is one of the elements of good leadership, so the key is to take stock before a test and present yourself as honestly and effectively as possible, the most important thing is to know who you are and to be in touch with your own core values, your own strengths, your own limitations.

Lying or exaggerating on an assessment can potentially result in two things applicants want to avoid: being dropped from consideration or ending up in a job they hate. In fact, many tests are designed to pick up on dishonesty or disingenuousness, so even if you do 'game' a test, you are not necessarily doing yourself any favors.



During job interviews, employers will try to gather as much information about the candidate as possible, mostly through perfectly legal questioning, but sometimes with questions that are illegal.

Any questions that reveal your age, race, nationality, gender, religion, marital status, and sexual orientation are off-limits. Any question that asks a candidate to reveal information about such topics without the question having a job-related basis will violate the various state and federal discrimination laws.

State and federal laws make discrimination based on certain protected categories, such as national origin, citizenship, age, marital status, disabilities, arrest and conviction record, military discharge status, race, gender, or pregnancy status, illegal.

Job interview questions that refer to an applicant's protected status imply that the employer will be hiring based on these discriminating characteristics. If the candidate divulges information about their protected status the interviewer can state that this information will not affect the hiring decision.

A best practice approach is to ask the same questions of each candidate during each interview. Carefully evaluate the responses based on the same criteria. While cultural fit is crucial to organizational teamwork and process functionality, protected factors rarely indicate an inability to function in a professional work environment.

In 2021, the U.S. House of Representatives passed the Equality Act, a bill that proposes to amend federal civil rights law to prohibit discrimination against LGBTQ individuals in employment and public places.

The U.S. Supreme Court already has interpreted Title VII of the Civil Rights Act of 1964 to prohibit discrimination based on sexual orientation and gender identity, but the Equality Act would enshrine the prohibition in the statutory language and provide broader protections that could otherwise be left open to interpretation.



We are taught not to judge a book by its cover, but sometimes you can judge people by their **shoes**. The study shows that shoes as well as interview attire can be a useful tool for forming first impressions; though, there's risk of being misled, as people can pick their footwear to reflect how they wish to be perceived. This is true of each factor for candidate evaluation.

In a study published in the *Journal of Research in Personality*, researchers from the University of Kansas and Wellesley College found that certain shoe characteristics are telling of the wearer's personal traits. For example, observers interpreted high-top shoes, like boots, to mean the wearer is less agreeable and less collaborative than wearers of lower-top footwear — and personality tests taken by the wearers showed, those assumptions were accurate.

Shoes in good repair indicated a conscientious owner and colorful shoes would be worn by extroverts open to new experiences. Additionally, wearers of pointy-toed shoes or high heels will be less emotionally stable than their counterparts in round-toed and flat-heeled footwear.

And when getting dressed for a date or a job interview, people might keep in mind that their shoes may be making an intentional statement; they want to put their best foot forward.

For example, people judge inexpensive, unattractive, round-toed shoes as hinting at a liberal political ideology, the study found, so evidence of liberalism, even where there is none.

One might assume that a highly polished, perfectly maintained shoe with impeccable style is both impressive and indicative of a 'standard of excellence' ... a good organizational fit indeed.

Typically, an HRM professional will draft a decision matrix, evaluate the scores, and assemble a list of the top 10 candidates. The hiring manager will have these 10 candidates to bring in for a personal interview; however, professional interview questions must be carefully crafted and will be asked of each person similarly for fair and equitable treatment.

Here are ten (10) standard questions which allow a candidate to elaborate and 'color in' a picture of their knowledge, skills, and abilities ... as well as express their personality, character, and values.

1. **What Are Your Weaknesses?** The best will present a candid scenario of responsible recognition and improvement to compensate for weaknesses.
2. **Why Should We Hire You?** The best will express passion for this opportunity and a commitment to performance excellence and teamwork.
3. **Why Do You Want to Work Here?** The best will communicate an objective decision-making process using critical thinking skills and conscientious consideration.
4. **What Are Your Goals?** The best will identify goals that are also in alignment with the organizational strategy, plan, mission, vision, and values.
5. **Why Are You Leaving Your Job?** The best will be completely forth coming and candid ... most people are seeking better working conditions and personal advancement.
6. **When Were You Most Satisfied in Your Job?** The best will discuss their key motivational factors and what conditions will brings out their best.
7. **What Can You Do for Us That Other Candidates Can't?** The best will constructively argue their unique approach to business operations based on experience, skills, and traits.
8. **What Are Three Positive Things Your Last Boss Would Say About You?** The best will be prepared accurate information from prior performance appraisals.
9. **What Salary Are You Seeking?** The best will confer industry standards but resolve to agree on a reasonable figure when that time comes in the future.
10. **What three words would best describe your personality?** The best will inspire a picture of the ideal employee with integrity, intelligence, and energy.

Additionally, the interview should include a demonstration of knowledge, skills, and abilities.

The hiring manger will ask the same technical questions for each candidate and evaluate their individual response to these identical questions. A candidate is likely to stand out.

However, if the employer states questions so that they directly relate to specific occupational qualifications pertinent to job knowledge and performance, these questions are legitimate.

Furthermore, if a candidate begins to speak on subjects that are protected; if they do divulge information concerning a protected factor, a professional interview leader will address this and confirm that it is not a consideration in our final decision.



Frankly speaking, a job candidate will also ask the right questions during the interview process to determine if they feel they are a good fit for this organization. A simple question can open the doors for everyone to have a genuine conversation about each other's motivations, needs, passions, and work philosophies. Some organizations have failed to develop and be functional.

There is no doubt that candidates who ask questions have a better chance at landing their dream job. Here are eight (8) of the best questions from candidates:

1. What role will I fill? ... The specifics of "who" your position is supposed to be strategically, and what responsibilities are detailed in the job description.
2. Why does this role matter to the growth of the company? ... Use this question to explore the expected level of engagement.
3. Who would my colleagues be? ... To gain insight into team dynamics and personalities, and why this position is vacant.
4. What would I be doing that makes your job easier? ... The answers to this question will be the immediate problems each team member is hoping you will solve.
5. What are additional important skills I will need to do this job well? ... This is also an excellent time to bring up any additional skills you have that are appropriate for the position.
6. How does the company measure success? ... Ask about common work habits of past successful people in this position and how their performance was measured per project.
7. What would you expect from me this month, in three months, and in a year? ... Chances are that your employer has a 30-60-90 day trajectory for your role in mind.
8. What is your mission? ... To build respectful comradery and confirm mutual alignment.

The desired outcome of an interview is to confirm organizational fit and team compatibility; therefore, the successful interview is a 'dialog' and an opportunity to gain a comprehensive picture of what each day might be like working in this culture, climate, environment, etc. The speaking points include motivations, visions, passions, and work philosophies.

If you want to hire a great candidate, you'd better ask the right questions. And sometimes, the questions that tell you the most about a person are the ones that seem the least likely to yield anything relevant. Ask the same questions of each candidate give them the time to answer.

Here are five (5) examples of stealth questions that will help you get closer to discovering your candidate's true character:

1. What's your favorite restaurant?

Food is an important part of culture and a personal fashion platform that can tell if someone would jibe with other employees on a personal level. The organization has (unique) core values? If so, to determine whether the potential hire shares them, make sure you ask the right questions.

2. What's your spirit animal?

Here you're looking for a visionary sense of imagination and an assessment of the role that an position performs. The ideal candidate's spirit animal will represent the same character traits that the job in question requires.

3. So, (insert name here,) what's your story?

Here we are looking for someone to showcase his or her creativity and it tells me a lot about the character, imagination, and inventiveness of the person. The ideal candidate will also slip in colorful details about him- or herself that did not appear on the resume or cover letter.

4. What would you do if you woke up and found an elephant in your backyard?

The best candidates show off their innovative acumen and provide an interesting insight as to how they view themselves within seemingly safe parameters and gives you an idea of how creative they are and will give you a sense of how effectively applicants can think on their feet.

5. "I'm sorry, but I just don't think this is the right fit for you."

While not a question, this statement is to weed out the world of mediocrity and those not ready to compete. I want to hire superstars, and this will motivate superstar employees to go the extra mile and prove that they are worth it, not just fold under pressure.

You want to hire employees who will help ensure the long-term viability of your business. Remember, today's uncomfortable questions drive tomorrow's lasting solutions. The key is finding the employees who will boldly ask and answer those questions, when no one else wants to do so. A great candidate will speak with confidence, logic, and committed cadence.

"Dream with purpose," describes the rare talent of thinking imaginatively, yet simultaneously being able to find the practical, revenue-generating heart of a creative idea screening innovative candidates. Goal setting is a genuine skill that merits consideration.

Behavioral Interviewing Technique

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Behavioral Based Interview

Employers use the behavioral-interview technique to evaluate a candidate's experiences and behaviors so they can determine the applicant's potential for success. The interviewer identifies job-related experiences, behaviors, knowledge, skills, and abilities that the company has decided are desirable in a particular position.

The premise behind behavioral interviewing is that the most accurate predictor of future performance is past performance in similar situations.

Behavioral interviewing, in fact, is much more predictive of future on-the-job behavior, much more than traditional interviewing methods.

Behavioral-based interviewing is touted as providing a more objective set of facts to make employment decisions than other interviewing methods.

Traditional interview questions ask you general questions such as "Tell me about yourself." The process of behavioral interviewing is much more probing and works very differently.

In a traditional job interview, you can usually get away with telling the interviewer what he or she wants to hear, even if you are fudging a bit on the truth.

Even if you are asked situational questions that start out “How would you handle XYZ situation?” you have minimal accountability.

For example, some of the characteristics that HRM professionals look for include:

- Critical thinking
- Being a self-starter
- Willingness to learn
- Willingness to travel
- Self-confidence
- Teamwork
- Professionalism

Researching the company and talking to people who work there will enable you to zero in on the kinds of behaviors the company wants. In the interview, your response needs to be specific and detailed.

Candidates who tell the interviewer about particular situations that relate to each question will be far more effective and successful than those who respond in general terms. Ideally, you should briefly describe the [S] situation, [T] Task, what specific [A] action you took to influence the situation, and the positive [R] result or outcome. Frame it in a four-step process, usually called a S-T-A-R statement.

Behavioral Based Interviewing

Handling a Difficult Customer ?



Example ... Behavior Based Interview

? How would you handle dealing with a difficult customer? Please describe a situation in the past when you had to deal with a difficult customer using the STAR approach.

Situation:

Working with a small technology team that gives support for a customer service division of a larger department. A woman from a sub-division in another building on campus called and said she had some technology issues. Apparently, these issues have accumulated over the past six months because no one wants to help her. She is old, takes too many smoke breaks, is not techno-savvy, wants to talk too much, and is un-hygienic. She is openly joked about by tech-team members and often neglected ... as her 'issues' are unimportant as a priority compared to the total organizational needs for the tech team talent. I was new, not assigned any work, and volunteered to help her if I could. Everyone laughed because I was about to open 'Pandora's box' so to say. This was a notoriously difficult (internal) customer.

Task:

I am tasked with listening to this customer's issues, concerns, and problems and to assess the situation and address issues related to technology. I learned that the office headphones don't work anymore and they get lots of phone calls every day. They work best with headphones (hands-free) for typing on PC.

Action:

The headphones seemed to be newer and in good condition; however, did not seem to work with the telephones no matter what I tried. She told me the headphones were new earlier this year, but the phones are brand new ... or at least installed within the past three months. I talked to the head IT telecommunications manager who said this new type of phone was selected to be deployed company-wide; but these are the first in the field at CS offices. I tested the headphones on an old phone, and they worked fine, but with the new phone they do not work at all. I asked for a second opinion from the CS manager who ordered the headphones, who performed the same tests and arrived at the same conclusion. So in agreement, we reported that the current headphones are not compatible with the new telephones. To reiterate, the telephones that may be purchased and deployed company-wide are not compatible with the current customer service operator headphones.

Result:

Since the headphones are already purchased and not eligible for a replacement; however, the new phones are not yet purchased, and are not compatible with existing headphone technology, we opted to select a different phone that will work for the entire Customer Service division ... you see, everyone loves using headphones at this call center. Optimal use of resources and good morale among members. No headphones would drive down morale and performance.



THE **IDEAL** EMPLOYEE

We forge long-term relationships by identifying the ideal employee to fit each job.

Analysis:

- Critical thinking
 - identify the 'root problem' to be solved in an optimal fashion.
- Being a self-starter
 - take the initiative even against the team's negative opinion.
- Willingness to learn
 - perform due diligence, assess the impact, perform user acceptance testing procedure on software/hardware technology, realize this information has company-wide implications.
- Willingness to travel
 - go to satellite office in another building.
- Self-confidence
 - Go in alone, introduce themselves, actively listen to customer, assess situation, triage issues, address problem, declare company-wide compatibility issues, solve problem. This person is a 'leader' and conscientious.
- Teamwork
 - worked with subject matter experts and difficult customer with issues.
- Professionalism
 - remained within the scope of job description, non-judgmental, helpful and courteous, serves as an asset to the organization rather than as a liability.

This job candidate is a winner on all accounts! We would be lucky to have him or her ... based on attitude, aptitude, and past performance.

"If you can hire people whose passion intersects with the job, they won't require any supervision at all. They will manage themselves better than anyone could ever manage them. Their fire comes from within, not from without. Their motivation is internal, not external." - Stephen Covey



While very few of us can claim to have all of these listed traits in our repertoire, the list does clearly detail what we should be working towards. Ideal employees are few and far between, but their value is becoming greater as the organizational environments we all work in evolve.

1. Action Oriented – Nothing is accomplished without action. This seems obvious, but it's easy to fool yourself into thinking you are being hyper-constructive when you are thinking, planning, preparing, waiting for more information and other "paralysis by analysis" components. Ideal employees always have a bias towards acting on information. Yes, they gather it and analyze it, but they are also quick to put it to work.

2. Natural Learner – Intelligence is not enough anymore. The world is changing quickly and ideal employees demonstrate the ability to learn a variety of subjects. This ability to learn gives them greater flexibility in gaining skillsets and changing duties to adapt to needs as they arise.

3. Ambitious – Having an employee who meets expectations is all well and good, but what you are really looking for is an employee with the drive to reach for lofty personal and professional goals. It is these goals that maintain their focus on work and lead to exceeding expectations, not just meeting them. Every boss cherishes that employee who surprises them with how they go above and beyond what others expected to be done.

4. Autonomous – It is always best to be working with self-motivated individuals. It is not just that they are given a task and run with it, it is that they take more ownership over all facets of their work. This means that they come up with innovations and ideas, they do the quality assurance work, and they support themselves. This also frees their boss to focus his/her attention on other matters.

5. Positive – Studies have shown that people who have positive outlooks are more productive and receive more promotions than their negative counterparts. The ability to enthusiastically tackle new endeavors and to see potential instead of calamity is a hallmark of great leadership and a great employee. To be able to change, innovate and improve, you must be able to take risks. Negative people see the downside in the situation and resist action, positive people on the other hand see the potential and charge forward.

6. Confident – They may not know how they are going to do a task; they may not be sure it can be done, but they do know that they will find a way if it can be done. Confident individuals accept more challenges which improves their skillsets and experience. They also move quicker through the decision-making process which speeds up all of their work.

7. Honest – When you ask somebody a question, you expect the truth. If you must go through another round of questioning to prove they are being truthful you are wasting time. Also, from a leadership perspective, if you cannot get honest information you are not getting the right information, and that increases the likelihood of a poor decision.

8. Detail Oriented – Ideal employees do not get lost in the details, but they understand that details make up the foundation of larger things. Getting the details right is what separates OK products and services from great products and services.

9. Humble – Humility opens you up to the idea that you do not have all the answers, you might make mistakes, and that everyone has a contribution to make in the organization. These ideas help you learn from your mistakes to increase your growth and foster a team environment where the organization leverages everyone's strengths.

10. Hard Working – It goes without saying that an ideal employee works hard, but I figured the list would not be complete without it. Sometimes employees need to give that little "extra" to meet the needs of the organization. Ideal employees step up when needed and work as hard as possible to meet the goals set for them.

11. Proactive – If you can deal with things ahead of time you free up time and resources later. Great employees are always looking ahead to discover opportunities or to spot problems on the horizon. They then act on these two things right away to maximize their positive impact.

12. Team player – An ideal employee in the job market today must have the ability to magnify value on a team. The essence of teamwork is an increase in productivity for everyone involved. $2+2+2=7$ for example. If you detract from the value of the group, then you are not only not an ideal employee, but likely to not be an employee much longer.

13. Creative – We are not talking about artistic ability here; we are talking about creative problem solving. A great employee will find creative solutions to customer issues, operational problems, changes, opportunities, and other issues the organization faces.

14. Excellent Communicator– The ability to clearly communicate in not only verbal, but in the written form as well, is a trait any ideal employee should possess. It is not just being able to clearly explain your point or idea, it is also about being able to open dialogue and bring parties together.

15. Empathy – A great employee understands other co-workers, customers, and their boss on an emotional level. Through this understanding of their feelings, they can tailor their communication, recognize issues that arise, and deal with the human element of the organization.



The HRM function will present the hiring manager with 15 potential candidates; however, organizational fit is much more elusive and is influenced by current staff dynamics. Excellent candidates may also be toxic for your team.

Yet such difficult workers may also be highly skilled or creative—and may even be favorites of upper management, who may be unaware of the unhealthy dynamic these people can create in the workplace.

We suggest you let your team be part of the decision when it comes to hiring new team members; however, their suggestions must be well-founded and explained, because ultimately, they will be a major vehicle for the successful onboarding process.

There are things HR can do, starting with not hiring toxic workers in the first place, and the best way to identify people who are not team players is to have prospective employees meet with staff, preferably over lunch or drinks, or a team sport exercise.

This is when someone's personality might emerge more clearly—and watch how the applicant interacts with others. Only by observing a meeting with future co-workers can hirers assess a job candidate's ability to be collaborative. A 90-day probationary period is standard with 30, 60, and 90 day reviews. HRM best practices have made 'collaborative behavior' an element of a worker's performance assessment.

If the new hire demonstrates toxic behavior, a meeting is scheduled with the employee, who is given a specific recounting of the bad behavior. This is not a judgment or indictment, but a dispassionate explanation, followed by a recounting of how the behavior hurt other workers.

The employee must then choose a plan for improvement, whether that is a course, a book, a counselor, or a life coach. Supervisors, too, are held accountable for their teams' toxic workers, since it is a sign of poor management that can drive good people from the company. Experts agree, the toxic employees can make their co-workers not only unhappy, but less productive.

According to a recent study by Fierce, a global leadership development and training company, 78 percent of employees said toxic co-workers are extremely debilitating to team morale, with 17 percent saying such colleagues increased stress and 27 percent declaring they reduced productivity. If all else fails, the toxic worker simply must go, experts agree.

HRM Talent Retention Strategy

Often the organization will invest a great deal of resources into developing a clever business strategy and viable business plan and then recruit the right people to implement that plan. Once the talent is in place and meeting business objectives, the last thing anyone wants is to lose that talent to the competition.

Retention of key organizational members comes from both leadership offensive and defensive practices. More importantly, it stems from exercising leadership wisdom that allows team members to motivate themselves, find new and creative ways of solving problems, and finding solutions.

Additionally, the HRM function can facilitate success by removing roadblocks that may impede team growth. Minimizing the effects of unwanted turnover and building a team with solid tenure comes from each leader's ability to foster motivation in teams and instill a strong sense of accountability.

Getting all your organization's leaders on the same page in terms of motivation, employee satisfaction and engagement is no easy feat; however, partnering with the human resource management office is an industry best practice.

Leadership is a team sport, and it is shortsighted to think that the leader must exercise leadership all alone. Leadership ability is a talent that is developed over time, with experience and advice.

The role of a successful leader is to create an environment where your workers can motivate themselves and generate their best performance.

A good leadership strategy is to openly address what has been plaguing the team members and work on solving those key issues. Often it is not the money; so, beyond money, work to identify ways where you can help everyone reconnect and regain a sense of value.

Furthermore, ask top performers what motivates them, what suggestions they have for improving the workflow, and how you can help them prepare for their promotional opportunities. Top performers are always positioning themselves for achievement.

A leadership best practice is to exercise delegation and share responsibility. Delegation is a leadership development tactic that is particularly rewarding for organizational members is correctly executed. For example, delegating the most enjoyable tasks and responsibilities will increase member engagement, and then facilitate coaching opportunities to ensure member success and professional development for the member taking on the task.

Monitor and verify delegated responsibilities by asking members to decide how they will follow up with you and what the concrete and measurable outcomes will be throughout the delegation exercise. Then be sure to inspire commitment, a sense of trust, and celebrate successes.

Top performers deserve recognition and should be placed in a position to influence top performance among team members.

One key reason for employee dissatisfaction that drives top performers to pursue greener pastures is a perception of unfairness or a leader's inability to hold everyone accountable to the same performance standards.

Unfortunately, it is human nature to generate chemistry for one and not so much for another. Additional, even if unintentional, some members may perceive that the leader shows preference for others. This preferential bias requires discipline to ensure professionalism.

Therefore, in a spirit of full transparency, an authentic leader will proactively deal with this common team misperception and reiterate that they are committed to reinventing themselves as a leader in this critical area of accountability and setting high and consistent expectations for everyone. I may not be a misperception; but must still be addressed openly.

Leadership is a team sport, and it is shortsighted to think that any one team member will operate on their own without a negative impact on total team performance capability. Organizational members are very sophisticated persona and often realize that the best way to protect their ego from a managers' complaints about their individual performance is to strike first by covertly sharing complaints about their supervisors' conduct. Terms like "hostile work environment," "harassment" and "retaliation" come into play.

Team members may be persuaded to question leadership effectiveness and managerial competency. HR professionals advise managers to prepare for this defense tactic and to immediately address a subordinate's subpar attitude or inappropriate workplace conduct.

Grooming high performance team members for team leadership is a natural succession strategy. The leader should be responsible to demonstrate consistency between a promotional candidate's performance history and overall performance review score that warrants promotion.

When these documents contradict one another, the company will likely have to continue with the documentation process to clarify the record. Any delay with implementing a warranted promotion leaves top performers to feel compelled to vamoose.

As a leader, you can give your organization no greater gift than a motivated, energized and engaged workforce. Spikes in turnover may happen from time to time, but what is critical is your response, the counsel you seek, and your willingness to reinvent yourself so that everyone benefits from the crisis.

Follow these offensive and defensive leadership practices not only to cultivate your own leadership capabilities but also to foster an environment where motivation, engagement and satisfaction become the hallmarks of your watch.

That is the greatest workplace wisdom of all.



Hiring for a Management Position

Hiring the right people for management roles represents the single greatest challenge facing organizations today simply because of the impact this can have, positive or negative. According to the science, managers account for 70% of the variance in employee engagement scores.

When a company raises employee engagement levels consistently across every business unit, everything that matters to an organization's long-term viability improves, and the business experience is positive.

Perhaps the most important and disruptive conclusion from the study is that too many companies have a flawed methodology for selecting people into management. According to the research, at least 80% of the time this methodology backfires.

They base hiring and promotion decisions on an employee's past performance in another capacity, and then reward them by giving them an entirely different role which they are unprepared for.

The talents that make a person successful in a previous, non-management role, are almost never the same ones that will make them excel as a manager.

Gallup studied individual managers at numerous organizations, and discovered those managers who most consistently drove high engagement, loyalty, productivity, profit, and service levels all shared five uncommon talents:

1. They motivate their employees.
2. They assert themselves to overcome obstacles.
3. They create a culture of accountability.
4. They build trusting relationships.
5. They make informed, unbiased decisions for the good of their team and organization.

The solution begins with an HRM strategy to identify and develop managerial talent with leadership ability from within their organizational pool, and to add in management talent with proven ability.

Problem:

Pay structures at most companies reinforce a traditional career progression toward incompetence and must be redesigned to ensure employees are given more than one path to earning higher compensation and prestige. According to the report, organizations back themselves into a corner when they tie pay to managerial status creating an environment in which employees compete for roles to which they are not a good fit. Bureaucratic structures typically promote whoever has lasted the longest without regard for talent. Nepotism in businesses is the practice among those with power or influence of favoring relatives or friends, especially by giving them management jobs.

Solution:

Some organizations hire an independent search firm to present a shortlist of potential candidates to fill management positions; however successful this may be, it is often a disappointment to internal employees who are working toward promotion.

Ironically, Harter is convinced that the most highly talented manager prospects are hiding in plain sight within organizations, and the use of some predictive analytics tool can help them make more informed hiring decisions.

The HRM strategy that many top organizations are implementing include professional development programs and long-term career succession planning. Develop management talent from within and ensure that the next manager really is everything your organization needs.

The rewards for doing so are impressive. Companies already employing these disciplines have realized a 48% increase in profitability, a 22% increase in productivity, and 30% jump in engagement scores, the Gallup report notes.



The skills required to thrive in today's world—such as honesty, empathy, communication, appreciation, and collaboration—are widely regarded as socio-emotional intelligence and genuine consideration for others. A considerate and democratic style of management goes a long way toward creating a culture of trust and engagement.

Managers who routinely motivate the greatest employee engagement have an instinct for investing emotionally in their people. Workers describe them as being more human and relatable; someone who cares about them personally and with whom they can discuss non-work-related issues.

Accentuating the positive behaviors and traits in people proves to be a wildly more successful approach to driving engagement than a well-intended focus on calling out and mitigating weakness. The idea is to motivate and facilitate growth through encouragement and coaching; not to demotivate and stifle growth through embarrassment and reprimand.

These same high-talent managers also make communication a priority. They hold regular meetings and interact with each employee in some way every single day. Simply put, they make their people feel valued and connected which has the direct effect of sending engagement soaring.

Basically, to lead without a title is to derive your power within the organization not from your position but from your competence, effectiveness, relationships, excellence, innovation, and ethics. Leaders are focused on helping others to be successful.



The Halo Effect Theory of Management

While a project team member may be competent in a specific discipline, they may not be competent in the general discipline of management, or more to the point, project management. All too often, executives promote technical employees into leadership positions based on past performance, rather than current management competency or leadership ability; hence, past performance is no guarantee of future outcomes.

The halo effect theory in project management addresses a scenario where someone with competence in a subject matter area, such as accounting for example, is saddled with the responsibility of managing a total project because of their historical performance, and not based on their training or competence in the practice of project management.

The theory suggests that their "halo" skill is in accounting and not project management and as such may not be able to deliver on this new assignment. If required to perform project management duties they will most likely fail miserably and to the disappointment of all, because their competency is not in project management.

This theory supports the need for acquisition of project management knowledge and skills for professionals managing projects irrespective of subject matter expertise. When it comes to inductive reasoning or inductive logic, the 'Halo Effect' exposes the incorrect assumption that the perception of a particular trait is influenced by the perception of the former traits in a sequence of interpretations and constitutes a cognitive bias.

Often in a bureaucratic structure, where personnel are promoted based on residency and longevity, rather than competency or ability, the leadership and managerial functions are filled by unqualified resources who are only able to offer ineffective leadership and gross mismanagement.

The situation progressively worsens over time from the bottom and up through the ranks until every position is filled by an unqualified resource. At this point the bureaucratic tendency is to add more resources rather than address the root problem. For example, organizations will outsource for professional services to compensate for internal gaps in knowledge, skills, and abilities.

Gallup has found that one of the most important decisions companies make is simply whom they name manager. Yet data analytics suggest they usually get it wrong.

In fact, Gallup finds that companies fail to choose the candidate with the right talent for the job 82% of the time. Mis-management costs businesses billions of dollars each year and having too many mis-managers can bring down a company.

The only defense against this problem is a good offense, because when companies get these decisions wrong, it is most often not detected until after the damage is done. Human Resource Management (HRM) best practices on a reactionary level of defense are far less effective than proactive offense approach to recruiting and internal development.

Businesses that get it right, and hire managers based on talent and potential, will thrive and gain a significant competitive advantage. Organizational performance is directly tied to leadership and management; therefore, managerial competencies and leadership ability can create a culture of excellence and realize optimal performance management potential.

Gallup has discovered links between employee engagement at the business unit level and vital performance metrics, including customer metrics; higher profitability, productivity, and work quality (fewer defects); lower turnover; less absenteeism and shrinkage (i.e., theft); and fewer safety incidents.

When a company raises employee engagement levels consistently across every business unit, a positive synergy cultivates, and everything gets better. To make this happen, companies should systematically demand that every team in their workforce have a great manager. After all, the root of performance variability lies within human nature itself.

Teams are composed of individuals with diverging needs related to morale, motivation, and direction -- all of which lead to varying degrees of performance. Nothing less than great managers can facilitate their cooperative and coordinated performance. But first, companies must find, develop, and empower those great managers.

Conventional selection processes are a big contributor to inefficiency in management practices; they apply little science or research to find the right person for the managerial role.

When Gallup asked U.S. managers why they believed they were hired for their current role, they commonly cited their success in a previous non-managerial role or their tenure in their company or field. These reasons don't take into account whether the candidate has the right talent to thrive in the role. Leadership ability and management competency are not a factor.

Experience and skills are important, but people's talents -- the naturally recurring patterns in the ways they think, feel, and behave -- predict where they'll perform at their best.

Talents are developed and are the building blocks of great performance.



Knowledge, experience, and skills develop our competencies, but unless we possess the right leadership talents for our job, no amount of training or experience will matter. Great managers combine leadership and management to be effective.

Gallup finds that great managers have the following talents:

1. They motivate employees to act and engage with a compelling mission and vision.
2. They have the assertiveness to drive outcomes and the ability to overcome adversity.
3. They create a culture of clear accountability.
4. They build relationships that create trust, open dialogue, and full transparency.
5. They make decisions based on productivity, not politics.

Very few people can pull off all five of these requirements of good management. However, when companies can increase their number of talented managers and double the rate of engaged employees, they achieve, on average, 200% higher performance results.

Every manager can learn to engage a team somewhat, and some stand back and let the team self-manage; but without the raw natural talent to individualize, focus on each person's needs and strengths, boldly review his or her team members, rally people around a cause, and execute efficient processes, the day-to-day experience will burn out.

The good news is that sufficient management talent exists in every company. It is often hiding in plain sight. More than likely, it is an employee with high managerial potential waiting to be discovered. Leaders should maximize this potential by choosing the right person for the next management role using predictive analytics to guide their identification of talent.

With a unique emphasis on innate talent and strengths, HRM professionals using analytical tools can provide predictive metrics and advice to change the way organizations attract, select, and develop high performers through seven crucial areas of human capital management: align, attract, recruit, assess, hire, onboard and develop.

For too long, companies have wasted time, energy, and resources hiring the wrong managers and then attempting to train, develop, and groom them to be who they are not.

Nothing fixes the wrong selection, and the destruction of poor leadership and mismanagement can be irrevocable. Companies miss the mark on high managerial talent in 82% of their hiring decisions, which is an alarming problem for employee engagement and the development of high-performing cultures in the U.S.

As noted earlier, this basic inefficiency in identifying talent costs companies billions of dollars annually. Bad management and ineffective leadership wreak havoc and destruction to create new levels of low morale, operational inefficiency, and business losses.

Within this landscape, forward-thinking companies are using data segmentation to analyze smaller and smaller segments of their workforce as they develop strategic human capital plans, target job candidates and tailor employee benefits to match individual values, personality, and behaviors.

While analytics-gathering may be somewhat new territory for human resources, the methods for collecting data about employees are not. These tactics include employee surveys, exit interviews, and the tracking of employee performance. What will eventually be needed is a broader array of second and third generation predictive metrics covering many more advanced talent management factors.

Projecting the financial impact on business resulting from each of the talent management programs is an important metric because it converts HR results into dollars and that is the common denominator throughout the corporation for measuring business results.

A metric revealing the current and projected improvement in revenue per employee which is comparable between business units and between companies. That single metric is likely to be projecting the yearly improvement in the “revenue per employee” calculation to evaluate HRM effectiveness and the value of each employee’s contribution.

Calculating and placing a single numerical value on key individual employees who could quit/retire would help leaders also determine an employee’s relative actual value for compensation, retention, and succession planning purposes.

Predicting upcoming productivity issues using statistics. Employee productivity is rarely measured and reported in today’s corporations. In the future, an algorithm that statistically determines which factors positively impact employee productivity can add great value.

HRM is evolving and developing into much more of a strategic approach to business acumen; and performance metrics will be used to evaluate the performance of each HRM program. Results will also identify areas for improvement through resource investment and projects that add real value to the organizational potential.