

SIGN UP: Any employee may request a new issue be emailed each month by [subscribing to Leadership Notes newsletter](#).

MAR 2018

## Vision and Employee Fit

What have you noticed about employees that perform well?

Do you hear people saying that they wish they had a way of determining how an applicant would fit in six months down the road?

What if there really are ways for you to help your team by determining the best choices for hiring and for promotion?

Is there a secret formula?

When you have an opening, whether anticipated or not, it is the time to really look at the job description for technical skills, interpersonal skills and dynamics of personalities that will allow the group to operate at its' best. Many times we look only at the technical skills required to perform, yet the vast majority of derailments happen because of other competency issues.

Have you ever seen a strong individual performer who has difficulty interfacing with others? Research shows that a person who has emotional intelligence (self-awareness and the ability to work with different personalities) in addition to an understanding of what is required in the job will benefit the organization through their abilities to collaborate and remain service oriented.

Are we assessing how a candidate will navigate differences of opinion? There are ways to interview using situations the candidate is likely to face when they come to work. Ask questions which place the candidate in scenarios where they are asked to describe how they would handle day to day challenges and conflicts. This increases your likelihood of hiring a good fit.



It is a good practice to think about the overall vision for the department, the division, and the workgroup even before an opening occurs. Where are you now? What skills and competencies are needed to move toward that vision? What are you missing in the current workgroup, and how do you hire to fill the gaps?

What if you are having some challenges with people being willing to look at ways that we can improve, because people are tentative to offer feedback for improvement? Let's say that you have a team of mostly introverts who would benefit from someone that processes information out loud to the group ... to help everyone formulate thoughts as a team. Do you take that into account when hiring? You can look for these skills in hiring and in determining decisions for promotion.

In another scenario, you have a workgroup that has talent and gets their work done, yet there is a need for innovation and evaluating processes for more efficient and effective ways of doing things. Are you hiring and promoting for innovative thinking, as well as the foundational requirements for the role?

The science of selection is a very exciting and worthwhile field. If you have questions, please reach out to Planning & Performance in Human Resources by calling 464-3367.

We can only continue to improve by thinking about things differently and becoming part of the solution to help workgroups thrive together.