

Successful Hiring with the Position Insights and WorkPlace Insights Assessments

With the combination of the Position Insights and the WorkPlace Insights Assessments you have a unique and comprehensive process to assess, place and retain the right people for your business. The step-by-step assessment process is included below along with some ideas for getting the best insights and results during and after the hiring process.

Successful Hiring

Finding, Hiring and retaining good people can be a difficult and consuming process. But take heart! Although successful hiring may be an involved process, the Position Insights and WorkPlace Insights Assessments, when used together, will streamline your approach and decisions about new hires and the position you want to fill. Below are a few key points to consider in helping you find and retain the right people for your business.

The two main questions in successful hiring are:

- ?? What are the main expectations and behavioral profile of the position?**
- ?? Who will best fit the profile of the job based on his or her most dominant and natural strengths?**

Check Your Expectations for the Position

Clarify Your Perception of the Job

It may be surprising to find out that the main reason for high employee turnover and employee dissatisfaction is an ill-defined picture of the position before a person is hired!

- ?? Successful hiring starts with clarifying your expectations of the open position.

Here is an important checklist of questions to answer as you start to consider successfully filling an open position.

- ?? What is the nature of the position?
- ?? Does the job require a person to be primarily a people-oriented person or a detail and task-oriented person, or a combination of both?
- ?? What are the most difficult aspects of the position as you see them?
- ?? Are there other people who agree with you about what the job entails?
- ?? Are you sure that you and your new hires understand the specific demands and expectations of their positions?

Consider Four Factors Before Hiring!

Four essential factors are at work in every position and every job candidate. Every position in business demands from a person a certain degree of each one of these factors. Take note of these four areas and begin to think about what each position in your company requires from the person in that position.

- ?? Solving Problems
- ?? Influencing Others
- ?? Responding to the Pace of the Environment
- ?? Following Rules and Procedures

Some predictable hiring issues and conflicts can be avoided if the hiring team or individual assesses how much “strength” or intensity of each one of these factors is needed for a person to succeed in the job. To guide your smooth hiring process with the Position Insight and WorkPlace Insights Assessments, here are a few key points to remember as you look to hire and retain the right people for open positions:

- ?? It’s important to get a clear picture of how much each of these behavioral factors is in each candidate.

Different “types” of people respond much differently to the SAME issue or problem. Knowing what the position demands in each of these four areas will help you determine the best candidates for the positions available. The Position Insights and WorkPlace Insights Assessments, together, give a clear picture of the intensity of each one these factors in a job and in a candidate.

Looking at Strengths and Behavioral Style

Who Will You Choose?

Hiring the “Best Person” is more difficult than you think!
Hiring the “best” candidate because you think that he or she “can do anything, is “well-rounded” and has “impressive credentials”, sounds like a solid plan, but it can actually end up increasing your employee turnover. Here’s why:

- ?? It is appealing and comforting to hire a “great” person with lots of ability and potential to excel in the job. But this is flawed reasoning if you think you can make a good person “fit” any job.
- ?? A multi-talented and well-rounded person may be able to learn to do anything and fit into many different types of roles, but this person’s job satisfaction will eventually begin to wane because the longer a person is trying to be “all things to all people” on the job, the more internal frustration and related stress will accumulate in the employee. It’s the “square peg in a round hole” mentality.
- ?? An employee not matched to the specific behavioral demands of the position, will undoubtedly become disenchanted with the job and prove to be less than “ideal” for the position in a short amount of time.
- ?? It is crucial that the strengths and behavioral style of your top candidates be accurately matched with the expectation of the position. This is where the Position Insights and WorkPlace Insights Assessments come in!

Getting the Profiles

Our recommended hiring process is outlined below with an emphasis on the Position Insights Assessment as the first step in clarifying what each position demands for job success. The second part of the successful hiring process includes having top candidates complete the WorkPlace Insights Assessment. Both assessments are always available for CBA at www.cbainsights.com.

With the Position Insights Assessment, an individual or hiring team will be able to get a clear and accurate picture of the behavioral demands of any position.

With the WorkPlace Insights Assessment, employers are able to obtain an accurate profile of each person, and will be able to compare the position profile with each candidate’s profile. This assessment will give in-depth insights to employers on how each candidate solves problems, influences other, responds to the pace of work, and follows rules and procedures.

The Position Insights Assessment process is outlined below. This Position Insights guide is designed to help an individual or team accurately assess and outline the behavioral demands of any position. If the process outline is followed, it will accomplish three important objectives for the individual or group in charge of hiring:

1. For the individual, this process creates clarity about the position and its behavioral demands. For a group in charge of hiring, Position Insights creates a strong consensus and understanding among group members about the expectations of the position.

2. The process provides a clear understanding and outline of the personal strengths needed by someone to excel in the specific position in question.
3. The process helps a group identify ideal candidates for open positions.

*If an individual is completing the Position Insights Assessment alone, he or she should skip the following steps and **begin with item 3 in Step Two below to begin the process.**

**Again, it is recommended that the individual be familiar with the WorkPlace Insights Assessment to gain the most benefit from the Position Insights report.

Step One:

For the Position Insights process it is recommended that the search committee complete the pre-assessment exercises below. These are designed to help the hiring team build teamwork, understanding, and closeness in order to eliminate possible misunderstandings and biases during and after the selection process.

Pre-Assessment Exercises:

1. All hiring team members should individually complete the WorkPlace Insights Assessment before starting the Position Insights process.
2. Each team member should share his WorkPlace Insights report with the group. This will enable members to become more understanding of each other and more familiar with the material in the Position Insights assessment report.
3. The hiring team should, in advance, set an appropriate time to complete the Position Insights process together, and make themselves familiar with the demands of the position in question before starting the process.

Step Two:

Begin the Position Insights Assessment process by building consensus in the group.

1. Each person on the hiring team needs a copy of the Position Insights response form. Download and print the 14-item survey for each committee person. The form can be opened and downloaded at <http://www.workplaceinsights.com/position.pdf>.
2. Reach a consensus! Complete the survey AS A GROUP by ranking each item on the survey from 1 – 4. Each block requires agreement by the entire group on the order of importance of each statement before moving on to the next block. “If the position could talk, what would it say?”
3. Score the instrument. After the survey is completed, the online report must be generated. Enter the responses on the online form by using your designated link and password at www.justrespond.com.
4. The Position Insights Report will be immediately generated and e-mailed.

5. Print the Position Insights report using Adobe Acrobat Reader and discuss the report within the hiring team. It is important that everyone agrees on the overall profile of the position.

Step Three:

Comparing top candidates to the profile of the position.

1. Make certain that your top candidates have taken the WorkPlace Insights Assessment, and the group (or individual) has each candidate's report on hand for the meeting.
2. As a group, compare the top candidates' WorkPlace Insights profiles to the Position Insights profile and identify similarities and differences. Structure live interview questions from the reports for candidates if more interviews are necessary.
3. Compare the candidate's Core Style Graph in his or her WorkPlace Insights report and its degree of similarity to the Position Insights graph. A close Core Graph match indicates that the candidate's Core Style is compatible with the position requirements.
4. As a group, discuss differences between the top candidates' profiles and the profile of the position and decide how closely the successful candidate's profile needs to match the Position Insights profile.
5. Reach an overall agreement on the best "match" for the position.

Step Four:

Follow up with the new hire during an initial hiring meeting, and make plans to review the position and the staff in the future.

1. The group or individual should meet with the successful candidate and review the Position Insights profile and his or her WorkPlace Insights report to set the expectations for the new hire and discuss the demands of the position.
2. If the new hire is placed in a leadership or management position, it is recommended that the new hire and his or her direct reports conduct a teambuilding session using the WorkPlace Insights Assessments. This interactive process will help the team through the new leadership transition.
3. Complete the Position Insights process again in the future if the nature or demands of the position change over time. Leadership will understand the overall demands of the position, and how to meet them as they change.