

Good recruitment practices – Blenheim Palace, October 2012

“Don’t tell me, show me”

The difference between good companies and great ones is very often the staff and more often than not, it’s not about competence but about attitude, behaviour and motivation.

In fact, only 11% of leavers go for reasons around skills, qualifications or experience; yes, only 11%. 89% leave because of personality and chemistry problems. Less than 50% of appointments are said to be ‘good’. Another frightening statistic is that a failed recruitment costs the employer between 3x and 4x the full annual cost of their employment.

Recruitment generally focuses on hard skills yet the breakdown in the employment relationship is mostly (89%) due to personal factors. And then the hiring manager will say something like “he was very good at the interview; isn’t it surprising that he hasn’t worked out”. Well, not really because most staff selection is done by untrained people with little preparation using basic interviewing techniques and that generally doesn’t explore a lot of the critical areas. AND, frequently, the halo effect comes into play where we will decide in seconds whether we like the person or not & then seek to justify it over the next 40 min.

So, if you want staff who will be excellent in the job, are going to fit and are going to stick you may need to change your thinking and change how you select people to join your business. However you choose to do things in future, I suggest that you

- look for people who are good at the job, not just good at interviews
- compare all the top candidates at the same time & put them through their paces using relevant and varied situational exercises (don’t tell me, show me)
- focus on attitude, behaviour and motivation (all other stuff can be learned)
- think of hiring as a two-way process, ideally one that involves match-making
- dispel the notion that there simply aren’t any good people out there

Key areas to get right

- The job description and the person spec; not just a task list
- Really creative advertising in the right place(s)
- Strong flow of suitable applicants thoroughly considered & communicated with an engaging manner
- Top applicants assessed against the job and for cultural fit applying skilled judgement
- Draw information from as wide a variety of situations and scenarios
- Agreeing clear terms and setting the right expectations with the very best person for your company in the specific role
- Planning the first three months for the new person in your company and supporting their integration

High Growth has developed a raft of advanced, effective recruitment practices during the last 10+ years and our staff will be pleased to continue the thought processes with you. You’re welcome to call Richard Goodier on 07940 584 676 and /or go to www.highgrowth.co.uk