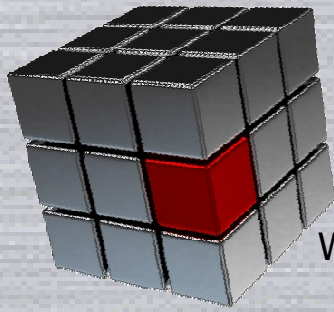


Employee Excellence! Its all about the “Wright” Employees



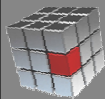
Kim Leifsen
Workforce Effectiveness Specialist
Business Insight Technologies

Business Insight Technologies
"Specialists In Effective Hiring & Retention
- Solving The People Puzzle"



- What is an excellent employee?
- Where do I find more of them?
- How do I get them to stay and remain productive?





Critical Outcomes

- Why are we filling the position?
- Ask yourself, “What is the benefit to the company of filling the position?”
- We want outcomes...not responsibilities.

Outcomes, results, and deliverables are characterized by being measurable and time bound.

S.M.A.R.T. Outcomes!

3



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Which is a Critical Outcome?

- A. Resolve customer issues quickly and to the customers satisfaction.
- B. Must have a customer satisfaction rate above 85% and take at least 50 calls per day.

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Give it the “So What?” Test

They must know the product line within 6 months.

So What?

Isn't the desired outcome really...

Solve customer problems and complaints with their knowledge and get a 75% customer satisfaction Rate within 6 months.

Check for S.M.A.R.T. Outcomes

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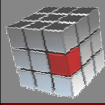
Key Qualities

- Education
- Skill Level
- Experience
- Attitude / Behaviors
- Image / Presentation

6



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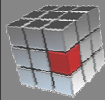
Selection Process



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SKILL

Demonstrated ability, experience and knowledge to perform specific tasks

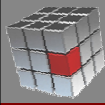
JOB MATCH

Degree a person's capabilities, interests and core behavior match the requirements of a specific job

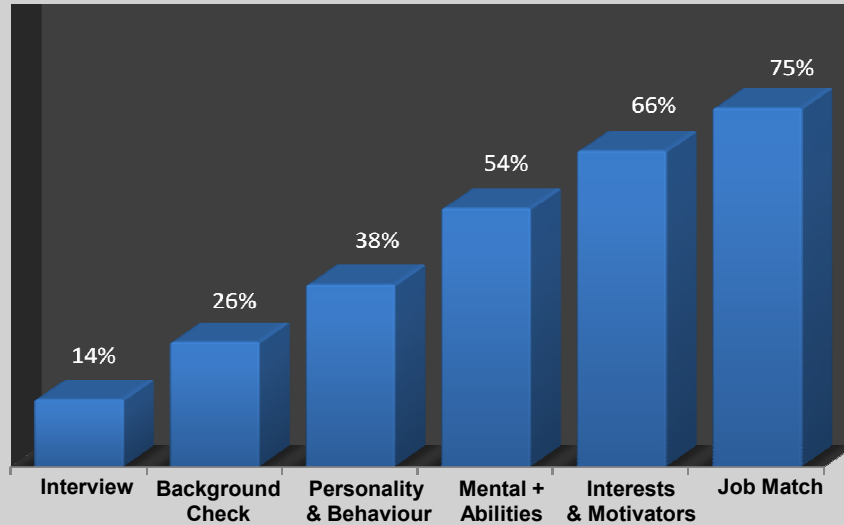
8



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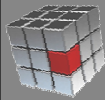
Increase Hiring Success to 75%



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What Does Success Look Like

- Determine what creates success – Critical Outcomes/SMART goals
- Compare all employees in the position to those outcomes and rank order
- Find top 3-5 performers
- Assess them with a reliable, valid tool

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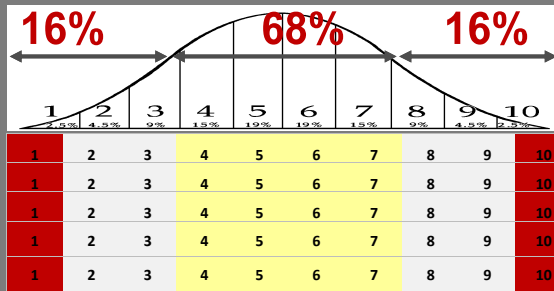


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ProfileXT

Thinking Style

Learning Index
Verbal Skill
Verbal Reasoning
Numerical Ability
Numeric Reasoning



Behavioral Traits

Energy Level
Assertiveness
Sociability
Manageability
Attitude
Decisiveness
Accommodating
Independence
Objective Judgment

Occupational Interests

Enterprising
Financial/Administrative
People Service
Technical
Mechanical
Creative

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The shaded boxes represent the Sample Developer Team Performance Model.

Learning Index



Verbal Skill



Verbal Reasoning



Numerical Ability



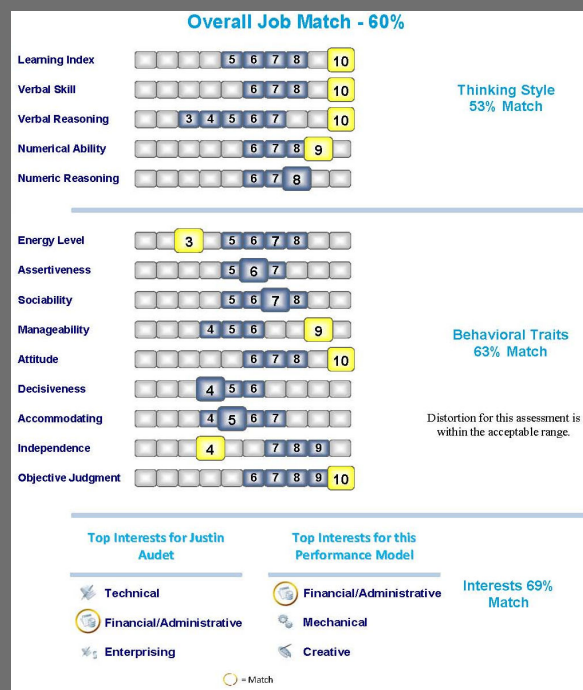
Numeric Reasoning



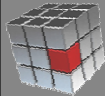
Steve = S
Hugh = H
Carl = C
Elizabeth = E

12

A Risky Match for the Job?



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High Turnover Industry

6 months after being hired:

24% with Job Match were gone

46% lacking Job Match were gone

After 14 months:

28% with Job Match were gone

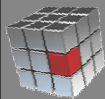
57% lacking Job Match were gone

Twice the Turnover without Job Match
vs. those with Job Match

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Low Turnover Industry

6 months after being hired:

5% with Job Match were gone

25% lacking Job Match were gone

Five times more turnover without Job Match!

After 14 months:

8% with Job Match were gone

34% lacking Job Match were gone

Four times more turnover without Job Match!

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Acquiring Excellent Talent

- Word Of Mouth Sourcing
- The Resume Screen
- The Phone Screen
- Assessments – Skill/Behavioral, etc.
- The Interview
- The Reference
- Making the Offer

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Keeping the Talent

Leadership Development
Employee Engagement

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Turnover Costs

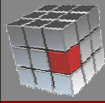
Hourly skilled employees:	33% annual pay
Professional staff:	100-150%
Technical Staff:	150-250%
Sales Staff:	120-150% QUOTA

Source: Saratoga Institute/Hay Group/Hewitt Assoc/Culpepper Group

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Customer Service Turnover Cost

33% (\$30,000 salary) = **\$9,900 direct costs**

Doesn't include indirect costs!!

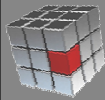
If you lose 5 customer service reps that's approximately \$50,000!

**Getting it right the first time
makes a difference!**

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Leader Excuses

- Lack of qualified people available
- This generation has no work ethic
- Students aren't prepared for the workplace
- There's no such thing as employee loyalty anymore
- Employees expect elaborate benefits for minimum work

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Employee Excuses

- Not enough pay
- No room for growth/More opportunity elsewhere
- Commute
- Work/Life Issues

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The Real Reasons Employees Leave

Management / Leadership Issues

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“Talented employees need great managers....[they] may join a company...but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.”

First Break All The Rules: What The Worlds Greatest Managers Do Differently
(Simon & Schuster, 1999)

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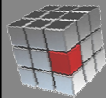
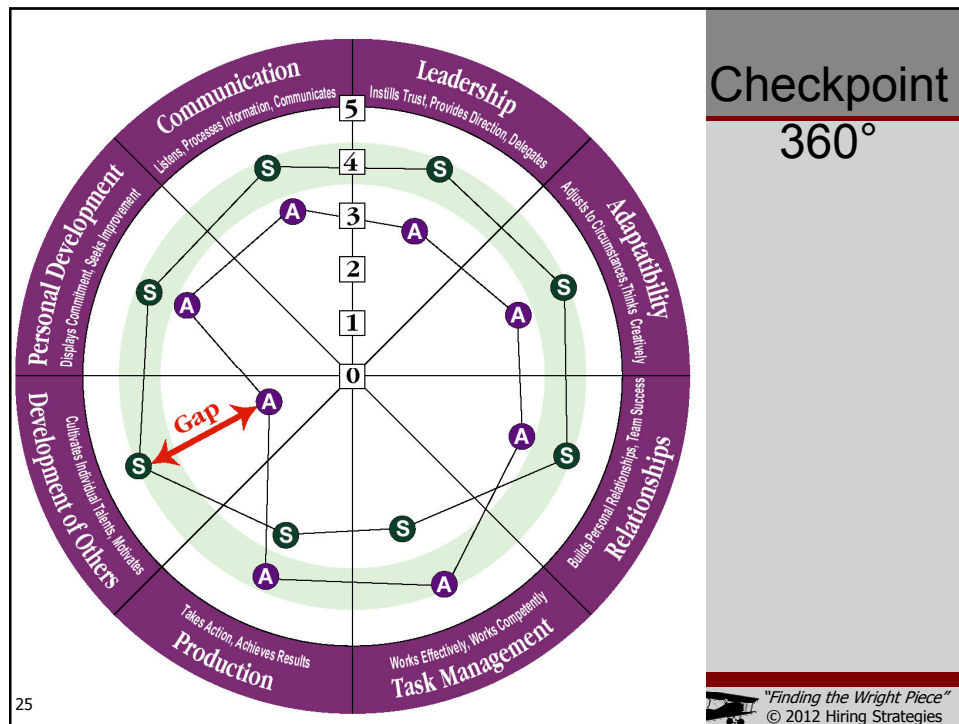
“75% of people don’t quit their jobs...they quit their bosses.”

- Paul C. Green, Ph. D

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Training and Promoting Leaders

- Who are you promoting?
- Have you done an "inventory" on your employees? (Do'ers vs. Leaders)



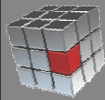
Demanding Excellence

- Give retention top weight in salary reviews for managers
- Tie bonuses to retention numbers
- Send them to Management/Leadership Training
- Why?

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Why?

- They're not trained on how to be a manager.
- They're usually not aware of their management abilities (or lack there of).
- They don't know how to manage by situation (discover individual needs).
- They aren't expected or motivated to change!

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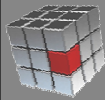
Getting Leader / Manager Buy-in

- Getting their attention – present the data (Turnover, Cost, Feedback)
- Set expectations (part of their critical outcomes!)
- Let them know why it's important
- Gap analysis on their leadership traits

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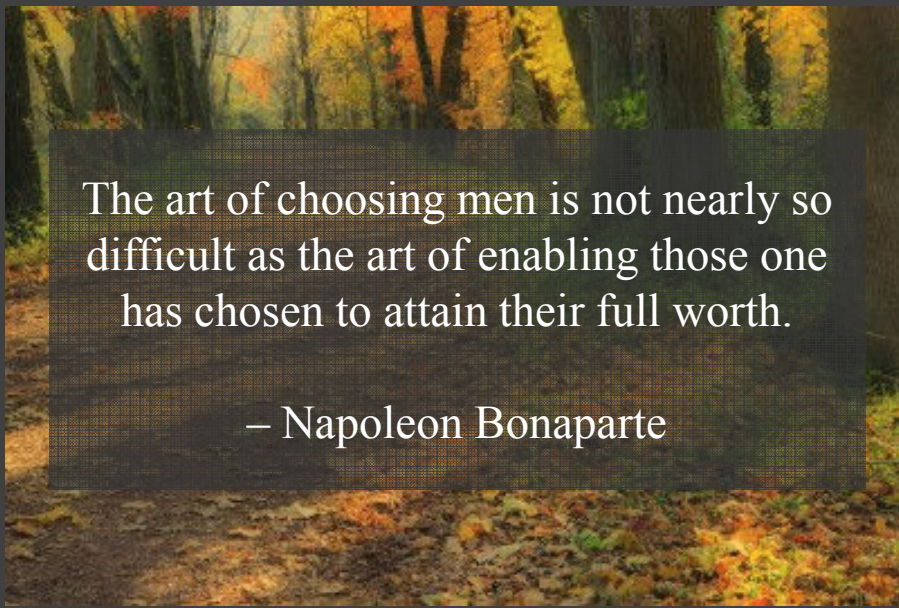
Find the Wright Piece

- Define Excellence! (Revenue Generator!)
 - Critical Outcomes/SMART Outcomes
 - For your company
 - For EVERY employee
- Acquire Excellence! (Investment Expense!)
 - Take the time to do it right. Don't cut corners!
- Keep Excellence! (Revenue Generator!)
 - Hire and Train Good Leaders!
 - Hold leaders accountable!

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The art of choosing men is not nearly so
difficult as the art of enabling those one
has chosen to attain their full worth.

– Napoleon Bonaparte

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Kim Leifsen
Business Insight Technologies
[www. hiringstrategies.com](http://www.hiringstrategies.com)
253.604.4141
KimL@hiringstrategies.com

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