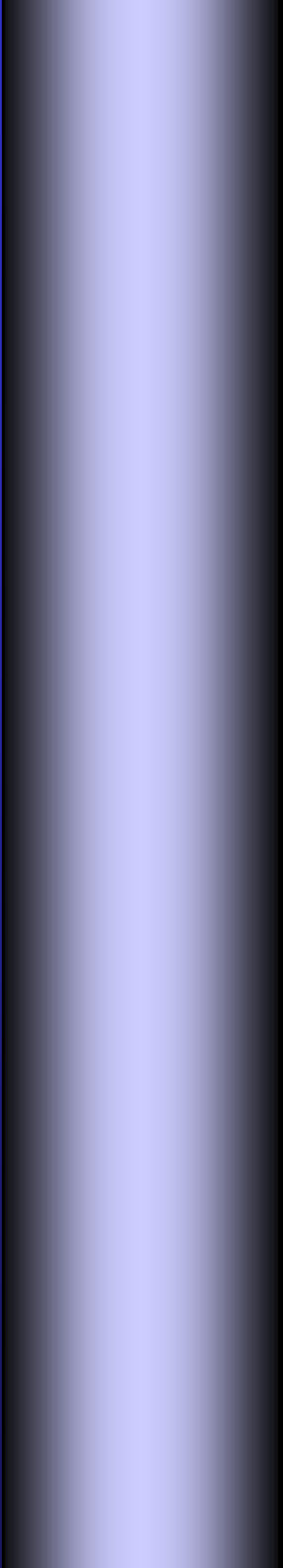


# Why are good people so difficult to find?

John M. Beane

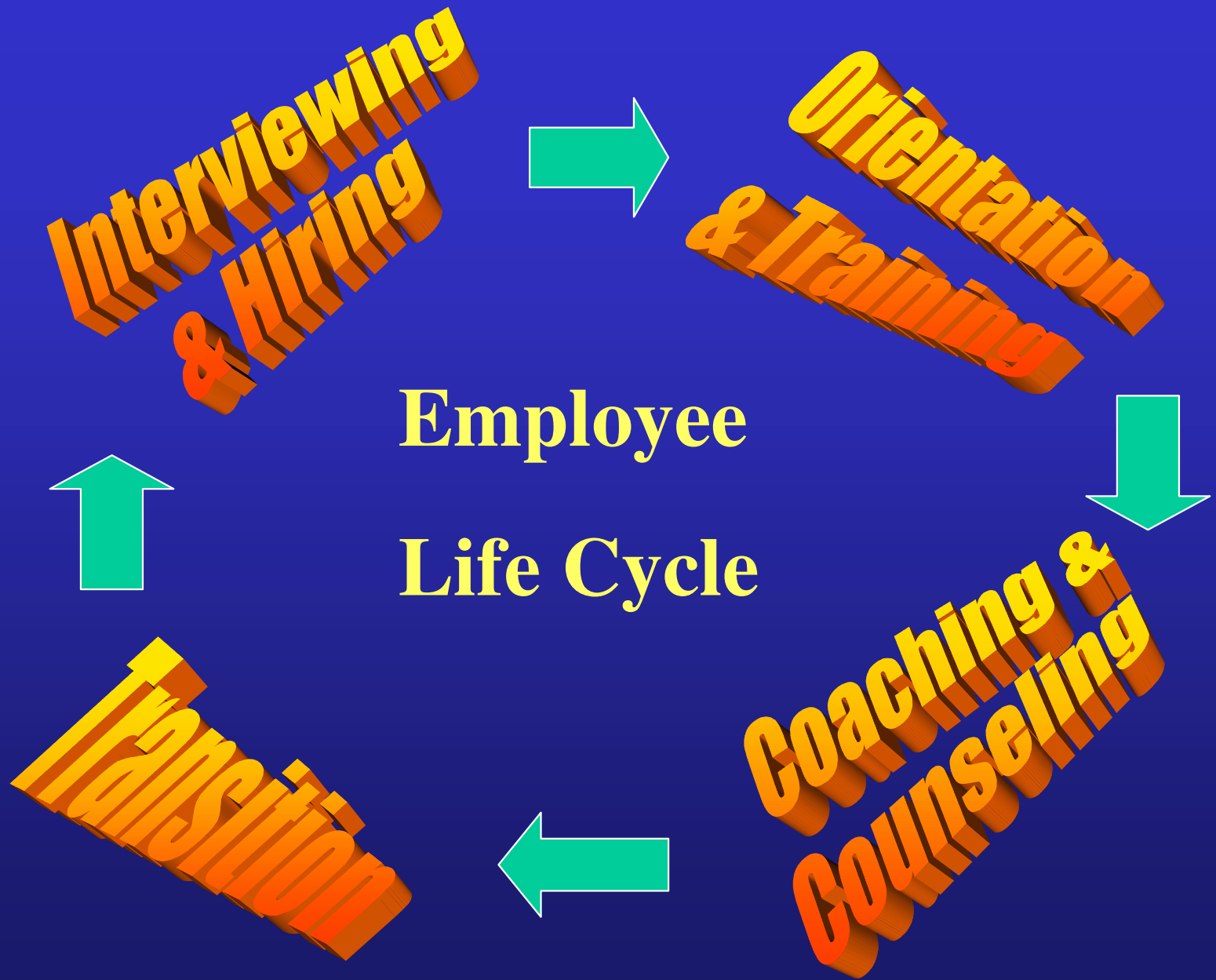
Staff Development Services

[www.staffdevelopmentservices.com](http://www.staffdevelopmentservices.com)



“There is no room  
in an organization  
for a bad hire.”

GREG STOKES OF  
STOKES & KOPITSKY



# Why can't we get the right person in the right job?

- We tend to hire those we “like.”
- We tend to hire those like us.
- We make hiring decisions within the first 5 minutes.
- We're desperate.
- We don't know what we're looking for.
- We don't know the behavioral requirements of the job.

Good Resume +

Good Skills =



# Hiring Statistics

- Good interviewing only nets 1 good employee per 7 hires.
- 2 of 3 new hires will disappoint within the 1<sup>st</sup> year.
- Good interviewing and background checks raise this to 1 in 4.
- Adding assessments that measure behaviors, skills, thinking and other traits will result in 75% or better good hires.

# Improving Your Hiring

- Keep control of the interview
- Use silence to your advantage
- Understand the job and the requirements for doing it well
- Develop a series of skill based questions
- Develop a series of behavioral based questions
- Use primary, secondary and tertiary questions
- Use group interviews effectively
- Use a multi-stage interview process
- Use a high quality pre-hiring assessment

“Over the years your services have proved to be invaluable. When we hired in line with your recommendation every new hire was a success, and when we hired against the test it turned out to be a painful experience...”

BEST REGARDS, GREG STOKES---

# How to Solve the Hiring Puzzle

- ✓ Match the right person to  
the right job!

The Simmons Test has been really beneficial in helping us determine if a prospective employee will be a good match for us. Those employees who did well on the test have turned out to be great workers. We've also hired employees who didn't do so well on the test, and unfortunately more than one of them is no longer with our firm.

LINDA THOMAS, ADMINISTRATOR  
WILLIAM BERG & ASSOCIATES

# 13 facets of Character

1. Emotional Energy: Our engine for meeting life head on and solving it's problems.

Is displayed as physical energy.

# 13 Facets of Character

2. Stress: This is primarily stress generated by the lack of congruence between who the person genuinely is and the person they want others to believe they are.

# 13 Facets of Character

3. Optimism: How one views the world and their place in it.
4. Self-Esteem: How much one is willing to think about self and one's actions.

# 13 Facets of Character

5. **Work:** How much is one willing to invest in accomplishing tasks.
6. **Detail:** How willing one is to think about and pay attention to what they do.

# 13 Facets of Character

7. Change: A person's willingness to do new and different things. (Environmental)
8. Courage: Willingness to accept risk.

# 13 Facets of Character

9. Direction: Identifies how much or little a person is willing to accept guidance.
10. Assertive: Willingness to tell others what they want or need.

# 13 Facets of Character

11. Tolerance: An ability to deal with others constructively or destructively.

12. Consideration: Whether the person puts their needs or the needs of others first.

# 13 Facets of Character

13. Sociability: How much a person needs to be around others. (Those who interview well are always high on sociability)

# Every Job has those 13 elements

- Use a 1 to 10 scale for each.
- 1 means little is needed
- 10 means a great deal is needed
- Where is the job?
- Where is the candidate?
- The bigger the gap the less likely there will be success.

# Summary Report #1

You have identified several characteristics you would like to see in a case manager. Without doubt she meets most of your criteria. However, she is a little low in people orientation, as she is a little introverted. She doesn't have a real need to be liked. Other than that she fills your bill very nicely. I would recommend her as a very good case manager by your criteria. There doesn't seem to be any tendencies that are badly out of alignment. She is very close to that middle kind of person you want.

# Summary Report #2

Jane Doe is a very emotionally powerful person who is lacking integration of her emotional needs. This type person will likely do best in a sales environment where they can feel, by selling something, they win. As far as the job characteristics identified, she may not work well with others, she will need supervision to keep her focused, she is not detail oriented, not a team player, emotionally unstable, appears very extroverted, but is actually an introvert, and likely not very organized. She postures a great deal, acting in some manner, but isn't actually that way. Thus, anytime she is pressured she will revert to who she actually is. She expends a good deal of her energy pretending rather than being. Can she be a case manager, doubtful. She would do some things well, but overall I doubt she would last long since she is looking for great challenges. If she were an attorney she would be a good one, but would need a highly effective and efficient assistant to keep her together and on course.

# Test Validity

- When using an assessment:
  - Has it been validated?
  - Can you validate it against your organization?
  - Has it been validated against the U.S. Dept. of Labor Occupational Handbook?

“It was only after I met you and became aware of your survey that I was made to realize which items or characteristics I had been overlooking... There is no doubt in my mind that the ‘pennies’ I pay you for your survey pays for itself a hundred times over. John, thank you so very much for making a very important job around here so much easier!”

BURT BANK, PRESIDENT  
NEEDLES CASE MGMT. SOFTWARE