

TTI Performer Newsletter

Focus on Human Capital Management

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Ready, Set, HIRE Talent!

Tired of the “revolving door” when it comes to finding the right person for the job? Are you continually disappointed in the ability of your new hires to perform? Do you wonder why, try as you may, you just keep missing the mark on hiring the right talent – while meantime your competition appears to be gaining ground? If this describes your current situation, then you are in the company of thousands of both staffing professionals and business managers who are searching for a better way to target and hire talent.

FACE TODAY’S CHALLENGES

The right talent in today’s complex knowledge-based jobs has never been more critical to an organization’s survival – nor more difficult to obtain. Here are just a few of the reasons:

- 1) **Jobs keep changing!** Companies are continually repositioning in the race for a place in an evolving economy. Continual repositioning results in downsizing, reorganization, acquisitions, new technology and a “stop and go” approach that changes jobs and keeps managers running at full speed in different directions. Often this results in unreal job expectations that no one but a super-human could deliver.
- 2) **The workplace keeps changing!** People today are changing jobs at an average rate of every two to four years, and the forecast is for increasingly shorter job tenure. With jobs changing just as quickly or even more so, there is an onerous demand on organizational leadership to get better at targeting jobs and matching critical talent requirements. They need the right talent, in the right place, at the right time more than ever to achieve major goals. Talent setbacks are inevitable, so an effective selection strategy must be ready to deploy.
- 3) **Employee turnover costs have exploded!** Many companies have not stopped to calculate the total costs of employee turnover, a major portion resulting from hiring the wrong talent for the job. Costs are compounding in the areas of lost productivity, lost customers, lost training and development investments, continual recruiting expenditures, lost management and team productivity while getting the new employees up to

speed – and the list goes on. (For software to help organizations calculate the business costs and adverse impacts of turnover, explore The Bliss-Gately Tool at The Herman Group’s website:
www.hermangroup.com/store/software.html)

All the above factors work together to keep talent moving through “the revolving door!” Clearly, it is time to implement better talent recruitment methods, and more effective retention and development strategies. Fortunately, with the help of innovative methods to benchmark jobs and match talent, organizations can start hitting the mark and stemming their losses.

DISCOVER A NEW SOLUTION

Step 1: Benchmark the Job

When organizations lose key talent, recruitment is often where they immediately begin to focus. However, they may be missing the mark right from the start. Why? Because today’s jobs keep changing...! Before taking aim at filling a job that has not been assessed in light of its current critical accountabilities, organizations miss the opportunity to reshape that job for today’s priorities – and risk hiring the wrong talent.

The first focus should be on THE JOB itself, and that job’s CRITICAL ACCOUNTABILITIES - a critical accountability being a measurable goal the job is held accountable to produce for the organization. (For further definition and illustration of critical accountabilities, see “Laying the Foundation for Performance Appraisals” in the March/April issue of the *TTI Performer* newsletter.) People with a “stake” in the job and knowledge of its critical accountabilities (for example, its managers and team members) can then benchmark and document the talent requirements for that job with accuracy.

With the results of a current job benchmark built from a reassessment of the job’s critical accountabilities, the required talent is clear! The benchmark has identified the WHAT (talent attributes/competencies), WHY (motivating values/attitudes) and HOW (optimum behaviors) of the talent it requires to successfully deliver on its critical accountabilities.

The right focus has just been set for the next step - hiring talent!

Step 2: Hire Matching Talent

The talent recruitment process can now move forward with a personalized assessment built on the same measurements used for the job: WHAT, WHY and HOW. Knowing precisely what the job needs, hiring managers can now pinpoint talent with increased accuracy. They can proceed confidently with the results of

targeted talent assessments, using them in conjunction with standard interview questions from competent interviewers, thorough reference checks, added screening for necessary technical skills, and other appropriate selection tools and criteria.

Summary

Meet today's workplace challenges with today's best practices in hiring talent! Start with the job. Match talent to the job. Stay on target in the selection process and slow down that revolving door, because hiring the RIGHT talent just got a lot easier!

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