

TALENT RULES IN THE KNOWLEDGE ECONOMY

TALENT RULES in the Knowledge Economy where the right people, in the right jobs, are your best competitive advantage. Placing people in the right jobs, however, begins with



an objective look at the job itself and the specific talents it requires for top performance.

Jobs today are moving targets. They evolve quickly and morph rapidly within the ever-changing parameters of the Knowledge Economy. Company mergers, buyouts and downsizes combine with advances in technology and global competition to regularly make jobs obsolete. Without tools for accurately assessing the core talents today's jobs require for success, your organization can make poor selection and hiring decisions, sending your talented workforce into a tailspin.

ComPsych® Corporation, the world's largest provider of employee assistance programs, behavioral health, work-life, wellness and crisis intervention services, recently reported the results of their StressPulse™ survey for First Half, 2005:

- 69% of the workforce have high levels of stress with extreme fatigue/feeling out of control.
- The total is up 2% from the StressPulse™ survey for Last Half, 2004.

This is a serious concern for employers in the Knowledge Economy where talent is the prime resource. People who are mismatched to their jobs operate under unrealistic performance expectations

that increase unhealthy stress levels. Eventually, stress shuts down talent, lowering organizational performance and revenues. Successful organizations must have a keen understanding of the specific talents required to fulfill their key jobs and move quickly to staff them with the right people. Establishing critical objectives for key jobs facilitates this important process.

What are critical objectives? They are a summary of the most important achievements expected of the job. They are the reason the job exists in the first place. A Regional Sales Management job, for example, may have only two critical objectives:

1. Meet or exceed annual regional sales goals.
2. Develop and retain top sales talent.

Focusing on critical objectives provides a framework for prioritizing the talent the job requires for its successful performance. For example, an objective assessment of this sample job may reveal it requires a high level of talent in areas such as:

- Goal orientation
- Leadership skills
- Accountability for the actions of others
- Sales process knowledge specific to the company
- Sales management expertise
- Company culture alignment

Defining critical objectives and then the specific talents required by your key **▶ continued on page 2**



NOTE FROM
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Traditional talent management practices dictate that we benchmark people. What really matters, however, is that we benchmark the jobs we need our people to perform. Until we understand the key accountabilities and critical goals each job has, we have no reference point for qualifying success. While goals may be set for individuals, without a marked and recognized level of success that pertains to each job we have no reliable way of assessing whether those goals were met. Step back and look at your current talent management practices. Have you been operating "in reverse"? Are you benchmarking your people or your jobs? It may be time to make a change.

SCREENING & HIRING... PROCESS VS. ONE-TIME EVENT

DO YOU EVER WONDER why we use the screening and hiring methods we do? They seem to have been around longer than most of us, but are they truly effective? Or do we just use them because that's how it has always been done?

Tradition is the culprit. For decades, we've used elementary tools - meant only to bridge an introduction - as definitive gauges for hiring. However, countless hours and dollars have been wasted because of ineffective hiring decisions. Yet we continue onward in the same fashion. The fact is screening and hiring should be viewed as more of a relationship building process than a one-time event.

Think of the resume and interview as an initial step to getting to know someone. You certainly wouldn't speak with a person on the phone and immediately count them as a close associate or friend. You wouldn't have enough information to make that caliber of decision from one lunch or phone conversation. You'd need to get to know the person, find out about their likes and dislikes, assess their goals for the future and - hopefully - make a solid connection. So then, how can one interview and a resume give enough information to satisfy you that a prospective

employee would be a good, long-term fit with your organization? It can't. You have to complete the process first in order to find out.

One of the best ways to collect the vital information you need to make qualified hiring

decisions is through screening and hiring assessments. By using innovative profiles (which aren't very time consuming for an applicant to complete) you can gather the inside scoop about a potential new hire and continue the process until you're secure enough to make a long-term decision.

For example, behavioral profiles can reveal the talents and skills of your applicant. You can assess the behaviors (what stresses them, what motivates them, what fires them up) and values (what are the driving forces behind their decisions) and more. With these details in hand, you can compare the applicant to the benchmark you've created of the job and the "personality" of your organization to find a perfect match.

When you get to know someone, you take time to ask questions and probe into all areas of their personality. By using available assessments and profiles as the basis of your screening and hiring process you can do the same with prospective employees to create a wonderful, stable outcome.

Contact XB Coaching, Inc. today at 401-682-2859 for additional information on The Screening & Hiring Workshop or the TriMetrix reports.

TALENT RULES

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jobs greatly assists in placing the right people in the right jobs. In addition, it provides both the organization and its staff with a clear definition of expected performance, which in turn reduces unhealthy stress levels. It is one of today's most effective processes for talent management.

The Gallup Organization supports this type of process in their book, "Follow This Path – How the World's Greatest Organizations Drive Growth by Unleashing Human Potential."

1. Select for talent.
2. Set expectations by defining the job's required outcomes.
3. Focus on the person's strengths.
4. Develop people by defining the right fit between talent and role.

Move to the front of the Knowledge Economy before your competitors. Begin thinking in terms of critical objectives and which talents your key jobs require for success.

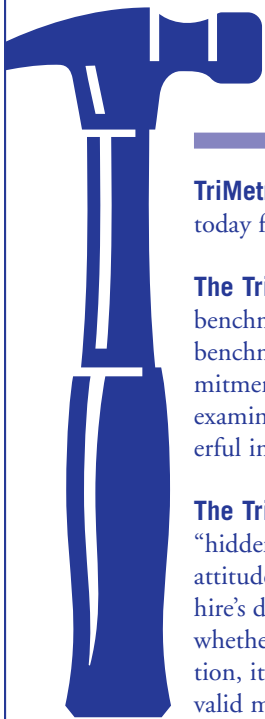
Call XB Coaching, Inc. at 401-682-2859 today and discover new tools and services to enhance talent management skills!

WORKSHOP: SCREENING & HIRING OF TOP PERFORMERS

ARE YOU USING the most efficient talent management processes available? Do you implement behavioral screening and hiring tools to recruit top performers? Do you have processes for building a solid referral system and introducing & encouraging top performers into the organization? The Screening & Hiring of Top Performers workshop will help you do these plus create performance standards and implement standards to measure and evaluate performance.

During this powerful workshop, you'll review and develop practices for: ▶ *continued on page 3*

Most often we leave the task of developing a pool of talented employment prospects until we actually have a need to fill. If you will take just a few minutes each week to maintain and build an active cue of "A" list people, you'll be able to staff open positions more effectively and quickly.



Tool of the Month

TriMetrix Screening & Hiring Reports are some of the most valuable tools on the market today for revealing valuable information that empowers you to make solid hiring decisions.

The TriMetrix Job Report Plus works based on a powerful principle: businesses must stop benchmarking people, businesses must benchmark the job. Allowing you to effectively benchmark the various jobs within your organization - and instill accountability and commitment - are the prime objectives of the TriMetrix Job Plus Report. Through a 37-factor examination, the report lists job requirements in three categories so you have the most powerful information available for accurate job analysis.

The TriMetrix Talent Plus Report is an assessment each job candidate takes. It helps reveal “hidden” characteristics of an employee as well as helps illuminate motivating factors and attitudes. This information allows you to understand the driving forces behind the new hire’s decisions. The TriMetrix Talent Plus Report also gives you the basis for determining whether a person’s natural and adapted attitudes will be a good match for the job. In addition, it outlines behavioral interviewing questions that can be asked in order to ensure a valid match between employee and position.

The TriMetrix™ System Job Plus Report /Talent Comparison Report combines the results of completed Job Plus Report and Talent Plus reports to an actual benchmark report allowing you to accurately assess the findings.

Contact XB Coaching, Inc. today for additional information on TriMetrix reports and how they can substantially improve your talent management efforts.

Resumes and interviews can only reveal limited amounts of information about a prospective employee’s overall make-up. While their skills may become apparent through this process, their attitudes, values, motivational factors and stressors will not. Take time to conduct the proper assessments and tasks to ensure you have a good overall take on each new hire.

WORKSHOP

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Developing Performance Standards

Define measurable performance standards for the job, not the employees. By doing so you’ll have a powerful tool for gauging success.

Benchmarking the Job - TriMetrix Job Report Plus

Stop benchmarking people. Start benchmarking the job. The TriMetrix Job Report Plus defines key accountabilities for any job based on a 37-factor analysis and lists those requirements into three talent categories: rewards/culture, behavioral traits and job attributes. It combines the attributes (people talents), behaviors (DISC) and values (PIAV) necessary for top performance. It also contains customized interview questions to ask candidates in each of the three sections (attributes, behaviors and values).

Candidates Take the TriMetrix Personal Talent Report

Through defining individual values, behaviors and attributes, each candidate is presented in an unbiased, clear picture that allows for better decision-making processes. Uncover the immense value

of the Personal Talent Report and define its role in your screening and hiring process.

Recruiting

Discover easy ways to recruit in order to keep your pool filled with “A” list people from which to choose.

Interviewing

Through extensive examples and hands-on practice, you’ll learn how to develop accurate interview questions, how to ask questions in such a way as to gather the information you really need and interviewing do’s and don’ts that can increase your “good hire” ratio.

Retaining New Employees

Through real-world examples and hands-on exercises, you’ll discover how to orientate new recruits for maximum effectiveness plus:

- The Six Power Sources and how they can dramatically increase retention levels.
- Valuable retention strategies for top performers.
- Effective evaluation & measuring tools for top performers.
- Sample performance reviews that shed a more accurate light on accomplishments.