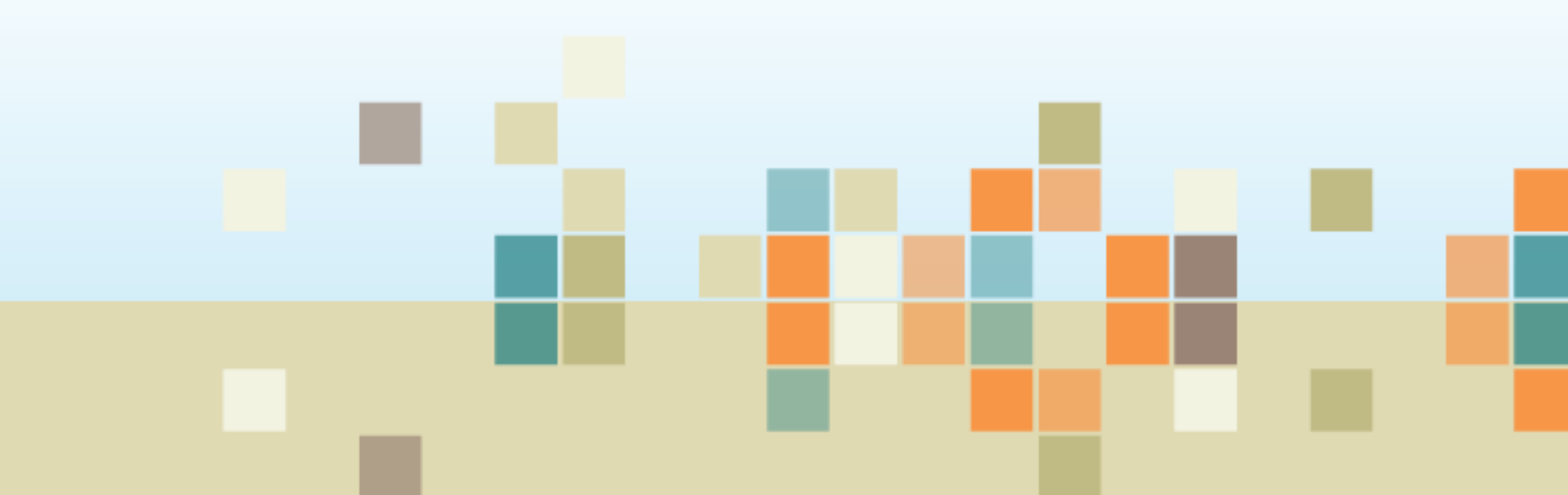


“Conscious Hiring” Leads to Top Performers



Reasons for *Unconscious* Hiring

- Setting too many “must have” criteria
- No training on hiring
- People hire people they “like”
- Lack of / too much process
- 100% of decision based on gut alone
- Same success criteria for different roles
- No consideration for what worked in prior company may not work in another
- Too much faith in recruiters
- Can oversell the role to favored candidate
- Too much reliance on references
- Takes time away from day job
- Unstructured hiring process
- Managers talk more and interview less
- Using yourself as an example of “ideal candidate”
- Not researching reasons people have failed in the role

“Job Fit” Outcomes

Poor Job Fit

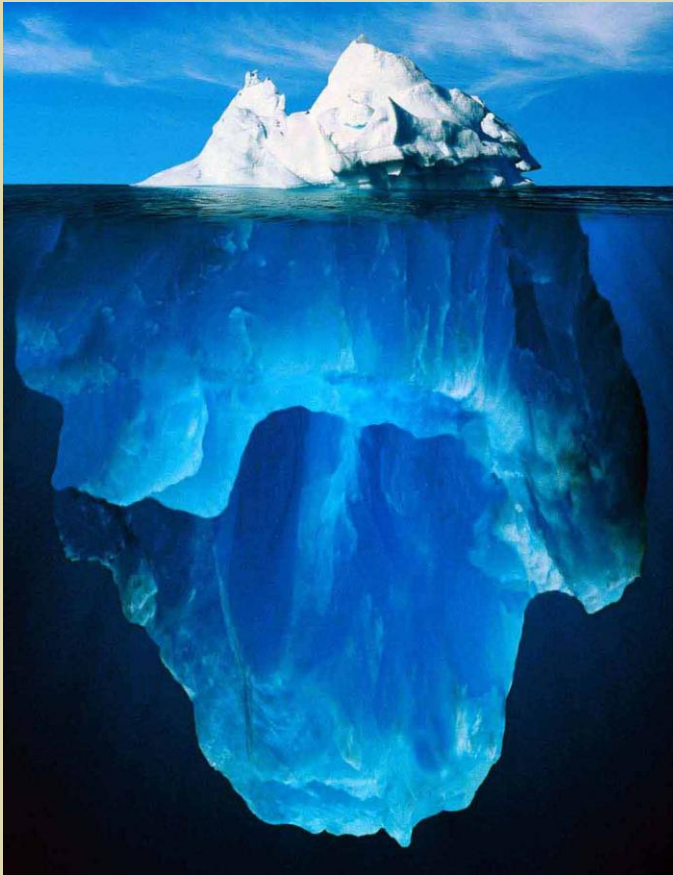
- Poor job attendance
- Stress, panic, tension
- Irritability and anger
- Poor concentration which leads to mistakes
- Memory difficulties
- Listlessness
- Poor sleep
- High blood pressure

Great Job Fit

- No burnout
- Positive mental attitude
- High productivity
- Minimal mistakes
- Increased sales
- Increased profits
- Fewer conflicts
- Better attendance

Key: Discretionary time given to role

Factors Affecting Performance



■ 10% - Obvious

- Education, Training
- Background, Expertise
- Competencies

■ 90% Below the Waterline

- Leadership style
- Occupational Interests
- Drivers
- Ambitions

Acquired and Innate Characteristics



Harvard Business Review

It's not experience that counts,
or college degrees or other
accepted factors

...success hinges on a fit with the job.

4 *Easy* Ways To Hire Consciously and Improve Hiring Success Rate

1. Focus on the needs of the job
2. Increase objectivity
3. Reduce bias
4. Implement a Balanced Hiring Process

Job Skill Match vs. Performance Style and Ambitions Match

- Skills are needed to perform a specific job
 - Lawyer competency -- cross-examine witnesses
 - Physicians competency -- prescribe the right medicine
 - Sales people competency -- prospect, qualify and close
- Skills (competencies) can be taught
- Behavioral modification is tedious (if possible)
- Convincing someone to care about things they don't care about is next to impossible
- Hire for a behavioral and ambition (attitude) match to the job
- Train on skill shortfall in the role

4 *Easy* Ways To Hire Consciously and Improve Hiring Success Rate

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Conclusions

- Hiring top performers is “conscious hiring”
- Implement *simple*, usable processes to keep biases in check
- Use available assessment tools to easily gather relevant, difficult to find “objective data”
- Use all information available to make a conscious hiring decision (including, but not limited to, gut)

Need help assessing your sales force?

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