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# Taking the right steps to hire the right people

For any business, there are countless decisions that must be made minute by minute, but one of the most vital choices that your company will make comes down to your employee makeup – who exactly are you hiring to sit at the table?

When taking into account the tangible and intangible costs of hiring the wrong employee for the job, the company expense is immense, easily ranging from \$400,000 to \$500,000 – and that number can be expected to multiply depending on an individual's level of management and decision-making experience.

Rarely do we consider the overall dollar amount that is attached to the hiring and firing process, but the expense can be detrimental to your staff, productivity and your overall company growth.

For companies to reach their highest level of success, investment must be made into a strategic and sophisticated recruiting process. Jack Welch stated at the 2012 North Carolina CEO Forum that the team that fields the best players wins – it is about hiring and firing, training, and motivating your people, which then allows differentiation to happen.

Developing the best team of employees must begin with the recruiting and hiring process.

For effectiveness, the process should be conducted by the potential hire's immediate manager and must include a screening interview to determine if the individual holds the necessary skills and requirements.

Before taking the candidate through a comprehensive interview, references from previous managers and co-workers must be thoroughly evaluated and confirmed, a process that is sometimes overlooked.

By utilizing behavioral tools, such as DISC, AVA or Myers Briggs, employers can better determine and match a person's natural behavioral tendencies with the necessary traits for the job that is being filled.

For example, consider the traits needed for an engineer compared to those of a salesperson.

While introverted, detail-oriented and highly-structured individuals may flourish as engineers, they would probably fall behind in the social and more sporadic role of a salesperson.

But understanding your employee make-up cannot conclude with the initial recruitment phase.

As companies look to promote staff

## THE COST OF THE HIRING AND FIRING PROCESS CAN BE DEDRIMENTAL TO YOUR COMPANY'S GROWTH.

from within, behavioral assessments must be critically evaluated as well. Too often, individuals are promoted from a position in which they are highly productive to another that is a poor match. For example, when a highly skilled technical individual is made into a manager, it almost always requires a different skill set as well as a completely different personality. This usually means that someone who is an analytical, detail-oriented and process-driven problem solver is promoted to a position that requires him/her to work with a greater company-wide focus leading and motivating



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others, making quick decisions with limited information, meeting budget and delivery deadlines, and keeping customers satisfied. These roles require completely different personality traits.

Additionally, beyond the hiring and promoting process, proper training is necessary for the highest level of employee performance. A study published recently in the Harvard Business Review confirmed the importance behind employee training, as the data demonstrated that young top performers – employees that organizations would most like to retain – are leaving their jobs in droves, mostly due to a lack of training opportunities in the workplace. With an increased focus on hiring and training, your company will be able to better retain and hire employees. Effective training leads to high-functioning and self-motivated employees who can self-manage, allowing employees and senior leaders to perform at a higher level, benefitting the overall performance of your entire company.

With an emphasis on effective training, organizations can position themselves to become high performing companies through the development of high-performing teams.