

## How to Strengthen Your Organization: Right Person – Right Job – Right Coaching

By Nelson Brookshire

When hiring, an organization must make sure that candidates hold the proper degrees and certifications and meet other qualifications required for the job. Typically, interviews, background checks and drug screens are part of the hiring process, but even with this information, organizations often hire a mix of good people and people who do not deliver as expected. Why are different results obtained when using a standard process? The simple answer is lack of critical information needed to separate the quality applicants from those who are high risk.

A study by Harvard University found that the key to success on the job is *Job Match*. The Job Match process addresses the following questions: (1) What does the job require in the critical areas of Thinking, Behavior and Interests? (2) Does the person's reasoning and thinking style match what the job requires? (3) Are the person's behavioral tendencies ones that naturally fit the job requirements? (4) Where do the individual's interests lie? (5) And, if hired, how do we coach this person to become the best they can be?

The key to effective performance management is having an in-depth knowledge of our employees. No single coaching or managing style fits all employees. Although some employees may appear similar on the surface, below the surface lie distinct and significant differences.

Job Match information, along with excellent coaching tips, can positively impact an organization's overall performance and productivity. But to achieve this, a change in the hiring process is typically needed. Leadership must be open to considering new and better ways of achieving their goals. To paraphrase Edwards Deming, the risk is not in trying something new – the risk is in continuing to hope things get better while continuing to do the same we've always done.

Part of any effective hiring process should include having benchmarks or Job Match Patterns that reflect what the job requires relative thinking, interests and behaviors. By measuring applicants against these benchmarks, those who hire can know how well applicants match the job before tendering a job offer. Quality information typically results in quality decision-making! And better decision-making yields a stronger work force and a more productive organization.

How fast can an organization improve itself? The only answer is "one person at a time." Organizations who take the time to hire based on job match and apply appropriate coaching are finding that their "people problems" decline, their employees are more productive and happier and stay longer than in the past. Is this something you see as desirable for you? If so, take the next step by making quality assessments a part of your hiring and coaching process. You and your organization will be glad you did.