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## Unlocking The Business Value In Current & Potential Employees

By Wendy Reed

**Can you remember** the first bad hire that you made? Or the first bad job decision that you made?

Why is it that through extensive interviews, homework and due diligence that we can still end up with the wrong people in the wrong jobs?

This month's newsletter talks about aligning individuals and their needs to the overall goals and objectives of the organization. While philosophically, this is no big shakes, I can attest to the fact that it is sometimes more difficult than you might think.

Why is that? Well, in the interview process, it is judge and be judged. If you are the candidate, you are trying to "sell" yourself. If you are the hiring party, you are looking for the flaws. Somewhere in between the two is the perspective that you really need.

One thing that we have found relative to hiring, coaching, and improving, is the necessity to be very clear about what is expected, how to get there, and what constitutes success.

One extremely helpful tool to providing this insight is activity-based skill assessments (see enclosed article). Defining activities and tasks that should be performed to do a job well are things that you can ask directly in an interview. Instead of asking: "Are you a good presenter?" - You might instead pose the question as "What do you do to prepare for a presentation?" If the answers align with the activities that are important to the job at hand, you can do a better job of qualifying this candidate.

While there will always be "gut feel" for how well aligned personal, job and organizational fit are, wouldn't it be nice to be able to feel more confident about clear understanding of job demands, employee expectations, current abilities and plans to improve alignment? Activity-based skill assessments can prove to be a great tool for helping you make the right decision.