

# HOW TO EFFECTIVELY RECRUIT AND RETAIN TOP PERFORMERS

**THE PROCESS OF** recruiting, hiring and retaining new employees has gone largely unchanged for years. Generally speaking, most companies still hire based on skills and fire based on attitude. This is a dangerous and expensive rut to fall into especially when you are seeking to hire and retain top performers.

I'm sure you've heard of the "80/20 Rule." This philosophical statement suggests that 80 percent of the work is done by 20 percent of the people. The statement is largely true. Considering that your top performers are the 20 percent, it quickly becomes costly to lose these valuable players.

Through new developments in the screening and hiring process, however, there are ways to ensure you effectively recruit and retain the top performers your organization needs. By clearly identifying and eliminating ineffective practices and replacing them with targeted and proven methods, your success in the areas of recruiting and retention will dramatically increase.

## Clearly Identify Every Aspect of the Position

Rather than simply noting the skill sets that are required for top job performance, clearly identify every aspect of the position. While computer software skills, negotiation skills, and management skills may be required, other abilities are also a must.

For instance, in a sales position, in-depth



communication skills are needed to be successful. A thorough understanding of behavioral styles is also vital. The ability to delegate and follow-through is essential. However, while these types of "soft skills" may be considered as important, they are rarely assessed and certainly are not evaluated during the recruitment process.

## Expand on the Behavioral Characteristics of Your Future Employees

Let's assume for a moment that you've received several hopeful resumes for a sales position you have available. All of them meet the specifications you've outlined for the job. However, can all of them be successful at this job, working at your firm? Most likely not.

While some applicants may fit right in, others will become distant. Why is that? The behavioral makeup of each person is unique. Assuming that a prospective employee will automatically share the communication style, motivational techniques, and values of your company can be costly.

Rather than making that assumption, take the time to perform a behavior profile on serious applicants. Through the enlightenment gained from a behavioral profile, you'll quickly be able to weed out those that stand a high chance of clashing with other employees or the organization as a whole.

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**LETTER FROM  
KATHI GRAHAM-  
LEVISS**

While all employees are individuals, top performers possess some unique characteristics. They think differently than most employees. They have higher goals. They require a little more attention. Top performers can take your organization to a new level if they feel challenged and needed. Don't assume this special breed of employee operates like all the rest. Take the time to find out what makes your top performers tick. When you do you will ensure your ability to keep them satisfied and producing for you.



# OVERCOMING THE 6 AREAS WHERE MANAGERS FALL SHORT

## AREA 1 LISTENING

Many managers find their schedules so filled with meetings, appointments, and paperwork that they simply overlook the tremendous value employees find in being heard.

When you look to improve your listening skills, keep these quick tips in mind:

- Before speaking, ask yourself, “Is the other person finished?” This will help you avoid talking over people.
- To eliminate distractions, close doors or move the conversation away from public places.
- Look at the person you’re speaking with. This will prevent you from “drifting” as someone else speaks.
- Consider the behavioral style of the person you’re talking with. Is his/her natural communication pace slow or fast? Does this person need time to process the information before speaking or would he/she rather brainstorm?

## AREA 2 UNDERSTANDING YOUR PEOPLE

In order to understand your people, you must first understand their makeup. There are simple ways to unlock the doors to employee behavior that will free up the lines of communication and help you understand your people better.

- Have DISC Behavioral Profiles performed for all your employees. The information you find within these amazing reports will outline the best ways to communicate with employees, motivational methods that are proven to work, and types of positions where employees can shine.
- Consider PIAV Profiles for your staff. This profile will help you gain an understanding of the interests, attitudes, and values of each of your team members. As a result, you’ll be able to listen more effectively, reduce the risk of conflicts, and develop an environment of cooperation. You’ll also discover motivational triggers and helpful tips on communicating for maximum results.

## AREA 3 TEAMBUILDING

Without clear and decisive direction from management, teamwork becomes just another over-used phrase. To help your teams learn to make differences work for them and to create a vision for the heights your teams can reach, consider these tips:

- Clearly define the phrase “teamwork” including how teams are expected to work together.
- Provide workshops, seminars, or other means of support to help employees understand and implement foundational teamwork principles into their routines.
- Outline values, responsibilities, and skills your teams are expected to have.

## AREA 4 HIGH PERFORMING TEAMS

Once teamwork becomes second nature, focus on making your employees part of High Performing Teams. To create High Performing Teams:

- Involve team members in designing the standards and characteristics of their organization.
- Gain commitment and accountability by asking team members to take responsibility.
- Provide an experience (workshop, seminar, outing, etc.) where the team members return to the organization prepared to make individual contributions.
- Ensure each team member has an individual and/or departmental action plan that works in conjunction with the mission and vision of your company.

## AREA 5 MENTORING

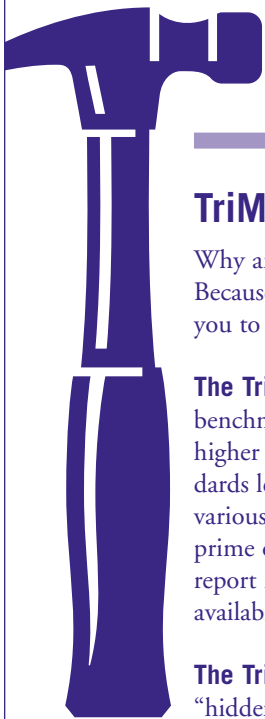
As a member of management, others look to you for leadership. However, whether you realize it or not, many also look to you for mentoring. Give serious thought to your mentoring program - or the development of a mentoring program. When you do, construct or alter your program to include these five vital areas:

- **Design** - Design your mentoring program around the specific behavioral and personality traits of your employees.
- **Choice** – Offer elements of choice in your program. This helps you create a mentoring arena where both leaders and learners will prosper and thrive as they reach their goals.
- **Compatibility** – Make sure the mentor and mentee have similar personalities, or your program will stand a high chance of failure.
- **Creativity** – Design program mechanics to deliver your desired results. With a little creativity, your program can offer an exceptional outcome.
- **Measurement** – Follow-through is vital in a mentoring program. Use measurement tools that allow you to easily analyze mentoring situations so that any necessary changes or additions can be made.

## AREA 6 NEGOTIATIONS

Negotiation is not about getting your own way. It is about developing long-term, proactive relationships with others through mutual gains. After all, employees, vendors, and customers who feel constantly taken advantage of will eventually become weary and leave. If you feel you are lacking in the area of negotiations, consider the following:

- Seek out the best alternatives for all parties involved.
- Focus on interests, not individuals or positions.
- Look for ways to incorporate mutual gains so everybody wins.
- Separate the people from the problem.



# Tool of the Month

## TriMetrix Screening & Hiring Reports

Why are the TriMetrix reports some of the most valuable tools on the market today? Because, through a series of two reports, you can reveal 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. Benchmarking the job will set a higher standard than benchmarking a “C-grade” team of current performers. Higher standards lead to a development plan for everyone. Allowing you to effectively benchmark the various jobs within your organization - and instill accountability and commitment - are the prime objectives of the TriMetrix Job Report Plus. 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 questions that can be asked in order to ensure a valid match between employee and position.

Contact XB Coaching, Inc. today for additional information on TriMetrix reports and how they can substantially improve the success of your screening and hiring efforts.

It is virtually impossible to make a qualified hiring decision based on a resume and one interview. Arrange a series of interviews with the purpose of finding out about your potential new hire. Don't focus solely on skills. Also delve into attitudes, values, relationships, and motivational factors.

## RECRUIT

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### Retaining Top Performers

Once you’ve made a quality decision based on the information given above, you’ll want to do everything in your power to retain those valuable top performers. A wonderful book entitled “Love ‘Em or Lose ‘Em” by Beverly Kaye and Sharon Jordan-Evans outlines six ways to do just that.

Kaye and Jordan-Evans remind us that new employees come to work “fully charged” and ready to go. They are excited and eager to contribute. However, many times this enthusiasm is quickly wilted. Make sure your top performers remain top performers by giving them power from six vital sources.

1. **Power From Relationships** - Be sure to provide new hires with a mentor or guide to introduce them to others and help them form relationships.
2. **Power From Passion** - Understand where the passion of your new hires comes from. Knowing what motivates them gives you greater power to encourage them toward success.

3. **Power From Challenge** - Always have a new challenge ready and waiting for new hires. This will keep them interested and working in “forward motion.”
4. **Power From Focus** - Clearly communicate your company’s mission and vision. Understanding where they fit in and can contribute is one element that keeps top performers content.
5. **Power From Balance** - The line between personal and professional lives is becoming thinner by the day. Give top performers the freedom and flexibility they need.
6. **Power From Choice** - Giving your top performers a variety of choices greatly contributes to job satisfaction. Opt for choice over opinion when at all possible.

By updating your screening, recruiting, and retention methods now, you can be fully prepared to spend less time and money on achieving your hiring goals in the future. You’ll attract and retain top performers who will willingly devote all their talents to taking your organization to the next level... and beyond.

Do you find your top performers often get listless and run down? This is most likely due to a lack of challenges. Top performers are “accomplishment driven.” Simply stated, they need to be challenged so they can feel fulfilled. If you notice your top performers’ attitudes or motivation are dwindling, toss a fresh challenge their way.

We often hear from employers who need to find top performers, but aren't sure exactly how to go about searching. Actually, it's quite simple! Here is a process that we use. Write down 20 people that you can e-mail tomorrow who would have contact with many of the kinds of people you are looking to hire. Then put together a two-paragraph e-mail describing your company and the kind of person/position you want to hire. Make it a point to call the people on your list as quickly as possible and let them know you are sending over the summary e-mail. Follow-up a week later to see if they know of anyone. Those three simple steps can generate multiple leads of exceptional quality.

# KEYNOTE SPEECHES THAT INSPIRE & INFORM

**Looking for a unique change for your next meeting or event?  
Want something enlightening and informative yet inspirational?**

*XB Coaching, Inc. is proud to offer keynote speeches and presentations that will delight your group like:*

## **Bringing Sanity Back To Your Workplace: How To Manage High Maintenance, High Performers**

Managers often find their top performers have two distinct characteristics.  
(1) They deliver results repeatedly and consistently.  
(2) They can absolutely drive you mad!

Although high performers are worth their weight in gold as employees, they have a tendency to upset the workplace if not handled properly.

During this keynote address delivered by XB Coaching, Inc. President Kathi Graham-Leviss, your group will be entertained and enlightened about the five vitally important aspects of working with high maintenance, high performers.

With some heavy insights and a light touch of humor, Kathi will show that there is a success strategy for working with these powerhouse personalities.

**Do you have a specific topic in mind?  
Are there issues you'd like to find solutions for?**

Simply let us know and we'll gladly create a custom keynote address for you. Based specifically on your needs and interests, custom keynote speeches can be the hit of your event or meeting. Contact us today about a keynote address for your organization.