SELECTION VS HIRING IN CREATING SERVICE EXCELLENCE

The most important element in building successful organisations is selection and while the difference between selection and hiring may appear to be semantics, when a company sets out to select associates, nothing should be left to chance. Their goal should be to select hard and manage easy.

Once organisations formulate a commitment to hold out for talent – and that talent is acquired with a vision to develop, motivate, reward and promote – there are rewards. When you see premier performers, you wonder, “How can I attract more like them?” When you see the increased value to the bottom-line in placing people with identified themes for success, it is simply good business to select more.

Selection vs hiring
Talent is the only selection criteria that will not change. One can gain experience, receive education, acquire training, learn skills – however, you cannot change what you are naturally able to do.

Recruiting everyday through culture
The media talks about the “war for talent.” “Only companies with a well-defined selection strategy will win,” offers Kimberly Rath, president and managing director of Talent Plus. “The key is recruiting daily. It can’t be something you do only when someone leaves.”

“People want to be respected and in a position where their talents are best utilised. They want to work in a position, team and culture that are a perfect fit. And, while benefits are important, most employees don’t leave because of salary and benefits – they leave because their talents aren’t given platforms to grow, or opportunities to succeed using their natural talents and abilities.”

“Often companies leave recruiting to HR as a task rather than a strategic directive. The best recruiting is done by creating a place to work where morale and productivity are high – natural recruitment happens 24-hours a day, seven days a week.”

Attracting more like your best
Companies engaged in building Talent-Based Organisations™ find they have a constant pipeline of potential associates. Talent begets talent and there is a buzz when there is a great work culture. When there is pride in the workplace, you create missionaries for your organisation. According to Doug Rath, Talent Plus’ chairman, it is vital to ask employees what is important to them, and to look for talent within each worker. “If you want to become a talented organisation, everyone should be recruiting. Your goal should be to be the employer of choice in your industry or region – leading through talent.”

The selection process
Employers should ask questions about aptitude, skills and knowledge. Looking at the outcome of the selection tools, individual managers can determine if that individual is a fit – for a team, management style and company culture. “What’s so difficult about a job interview in most cases is that you’re only getting a look at what’s right in front of you. Talent Plus’ structured interview process allows us to get to a core understanding of a person,” adds Kimberly Rath.

Reward and recognise
Companies focused on selection discover that training time is reduced, training scores are higher and associates adapt more quickly. As productivity increases, retention improves and new employees become self-directed. Training refines talent; it does not create it.

Satisfiers get recruits in through the door – wages, benefits, vacations, paid uniforms, free parking. They make you competitive, but they do not retain people. Motivators are the investment you make in people. How do you recognise, reward and add value to them? That is what inspires people to go above and beyond, and do what is unexpected. “We need to give people meaningful work and focus on how to recognise and reward people so they feel appreciated,” explains Kimberly Rath.

Selecting the right talent for the right job
“Selection, orientation, communicating strategy and vision and training,” are critical says Rath. “Focus on selecting the right individuals and the rest is refinement. Companies that hire instead of select, spend 80% of their time training. Instead spend 80% in the selection process. Select hard so you can manage easy.”

Companies are known by the people you keep
Just like a select sports team – selecting vs hiring, companies need to lead with their best. Know who is on the bench, what their strengths are and the fit for each one. With talent cast in the right roles, coached, rewarded and recognised appropriately there is individual success and the team is more successful. Take this game approach into the business world and the rules of engagement are the same. HRM

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