JOB FIT: The Power of the RIGHT PERSON

Profiles International

imagine great people®

CONTENTS

02 WHAT IS JOB FIT?

03 WHY YOU SHOULD ESTABLISH JOB FIT

04 THE CONCEPT OF JOB FIT IN 3 SIMPLE STEPS

05 THE IMPACT OF JOB FIT ON THE INDIVIDUAL

05 THE ORGANIZATIONAL IMPACT OF IDENTIFYING JOB FIT

06 HOW JOB FIT ASSESSMENTS HELP YOU HIRE AND DEVELOP

07 JOB FIT IS IMPORTANT AT EVERY STAGE OF THE EMPLOYEE LIFECYCLE

08 BIG DATA, HR STYLE

10 HOW TO SPOT A JOB FIT PROBLEM

11 A JOB FIT ANALOGY: DEER IN THE HEADLIGHTS TO EYE OF THE TIGER

WHAT IS **JOB FIT?**

It's the degree of congruence between an individual's strengths, needs, and wants in a particular job and work environment. When interests align, the employee and the organization experience a good job fit. Establishing job fit helps to identify and place individuals in positions where they are likely to be successful.

Based on identifying innate personality traits, abilities, and behaviors, assessing for job fit determines if a person **CAN** do a job, **HOW** they will do a job, and if they will **ENJOY** the job. Every human being is motivated and driven by different influences. Job fit outlines the unique job-related qualities that make a person productive.

Profiles International
imagine great people®

WHY YOU SHOULD ESTABLISH JOB FIT

Did you know that employees who are well matched to their jobs are 2.5 times more productive on the job? Studies show that proper job fit improves engagement and job satisfaction, resulting in increased productivity, while negative factors such as job-related stress, tension, workplace conflict, and costly employee turnover diminish.

Organizations with a philosophy of matching people to jobs can get a leg-up on their competition. Having followed 360,000 people through their careers during a period of 20 years, a major study published by Harvard Business Review demonstrated that a key ingredient in retaining people is ensuring that they are matched to their jobs in terms of their abilities, interests, and personalities.

The study found that when you put people in jobs where the demands of the job matched their own abilities, where the stimulation offered by the job matched their particular interests, and where the cultural demands of the position matched their personalities, staff turnover decreased dramatically, and productivity increased drastically. So, how should organizations get started?

First, let's look at some of the top reasons why employees fail:

- They were not a good match for the job
- They didn't fit the company culture
- They didn't fit the team in which they were working

Only about 10 percent of a person can be observed on the surface. Ninety percent of a person's potential lies below the surface. This large percentage includes things like learning style, behavioral tendencies, and occupational interests.

According to Harvard Business Review, the "job matching" approach more accurately predicts job success than any of the commonly accepted factors, such as education, experience, or job training. Just because an individual was a high-performing sales person working for business X in California, does not mean that they will perform at the same level in a new role with business Y in Texas.

A common misconception about establishing job fit, and/or assessing employees, is that people can answer incorrectly. In fact, there are no right or wrong answers, or pass and fail results. It is simply about establishing how suitable a person is for a role, and predicting their level of performance on the job. Just as no single person is perfect, there is no perfect job match; that's why the highest match scale is 95 percent.

THE CONCEPT OF JOB FIT IN

SIMPLE STEPS

Do you wish you could consistently replicate high performers? It's easy to recognize top performers when you see them in action or review their numbers. The challenge is understanding what makes these people successful, and ensuring future candidates share these success factors.

A key component in establishing job fit is to know exactly what the role or position in question demands. First, create a comprehensive and detailed job description. Then, by reviewing and outlining the characteristics of employees who have demonstrated success in that particular position, organizations can use this data as a basis for evaluating potential applicants to help predict their future success. Later in this eBook, we will dive into more detail on benchmarking and performance models.

1. **Identify and assess top performers**
   a. These are the employees who far outperform their peers. Look at sales performance, output volume, quality metrics, customer satisfaction surveys, and other KPIs.
   b. Utilize a validated and reliable solution such as the ProfileXT® to outline their personality traits, behaviors, and work-related preferences.
2. **Benchmark top performance to create a performance model**
   a. Using the report data from the top performers' assessment results, create a performance model (benchmark) that defines the characteristics of a top performer.
3. **Evaluate candidates relative to this performance model for maximum productivity and engagement in that position.**
   a. Combine unique information about the company culture with job-specific data.

THE ORGANIZATIONAL IMPACT OF IDENTIFYING JOB FIT

Poor job fit is costly to organizations worldwide. So much so that some businesses are now even offering employees cash to quit their jobs, if they feel it's not the right fit. Companies like Amazon and Zappos offer employees thousands of dollars to leave in an attempt to weed out those who don't value the organizational mission. Amazon CEO Jeff Bezos stated in his shareholder letter, "The goal is to encourage folks to take a moment and think about what they really want. In the long-run, an employee staying somewhere they don't want to be isn't healthy for the employee or the company."

Gallup research has shown that companies with a ratio of 9.3 "engaged" employees (those who are emotionally connected with their jobs) for every one "disengaged" employee, saw 147 percent higher earnings per share on average [in 2012], when compared with their competitors. Gallup estimated that "active disengagement" costs the United States $450 to $550 billion each year.

Establishing and hiring for job fit at the start of the employee lifecycle helps organizations ensure they don't become just another business contributing to the above figures.

On an organizational level, it will become evident that employees with little or no job fit will eventually leave, or be asked to leave. Turnover hurts more than a company's bank balance; it affects morale, the company reputation, and productivity levels.

What are the factors in determining job fit?

There are multiple parts to an effective hiring process, as well as establishing job fit:

- Assessments, behavioral interviewing, background checks
- Identifying the position and what is needed in the position
- Setting clear guidelines and expectations
- Creating a benchmark

What is benchmarking?

- The process of identifying the standard of top, middle, and bottom performers
- Identifying commonalities (indicators) between what differentiates top performers from bottom performers
- Looking at a company's culture, as cultures differ across organizations
- Using company-specific information

THE IMPACT OF JOB FIT ON THE INDIVIDUAL

If every part of you loves to get up for work, thrives in your work environment, and is proud to be associated with your business, you're not only going to be productive, but also highly engaged. When job fit has been established for employees, they become committed to the organization and its goals. Employees who fit their job are less likely to leave the organization, and instead, grow as highly-productive and engaged employees. It's more than engagement—it's ownership. When employees take ownership, they are more likely to take initiative without being pushed, and strive to perform at maximum capacity.

HOW JOB FIT ASSESSMENTS HELP YOU HIRE & DEVELOP

Job fit assessments help you make better hiring decisions by helping you understand the core characteristics of your top performers. There is no greater tragedy in business than hiring competent employees into jobs in which they are destined to fail. When this happens, their potential is wasted. Hiring solutions measure the essential behavior characteristics an employer needs to make the most intelligent hiring and selection decisions.

Job fit assessments help talent acquisition professionals and hiring managers predict job suitability, and accurately helps assist in matching people with the work they will do in their new jobs.

Today, many organizations use job fit assessments throughout the interview process to learn more about job candidates. There are many kinds of employee assessments available, but the most successful hiring assessments use job fit as a tool to increase consistency and success in the hiring process.

Job fit solutions combine tested and reliable data derived from employee assessments with customized data to create a benchmark, which will match candidates to the job and specific company.. By including job fit as a key factor in your employee selection process, your hiring procedure will be significantly more effective.

Based on objective criteria, management teams select top performers in a given position. The top-performing employees are assessed on their mental ability, behavioral traits, and occupational interests, which include the following 20 core characteristics:

1. Learning index
2. Verbal skill
3. Verbal reasoning
4. Numerical ability
5. Numeric reasoning
6. Energy level
7. Assertiveness
8. Sociability
9. Manageability
10. Attitude
11. Decisiveness
12. Accommodating
13. Independence
14. Objective judgment
15. Enterprising
16. Financial
17. People service
18. Creative
19. Technical
20. Mechanical

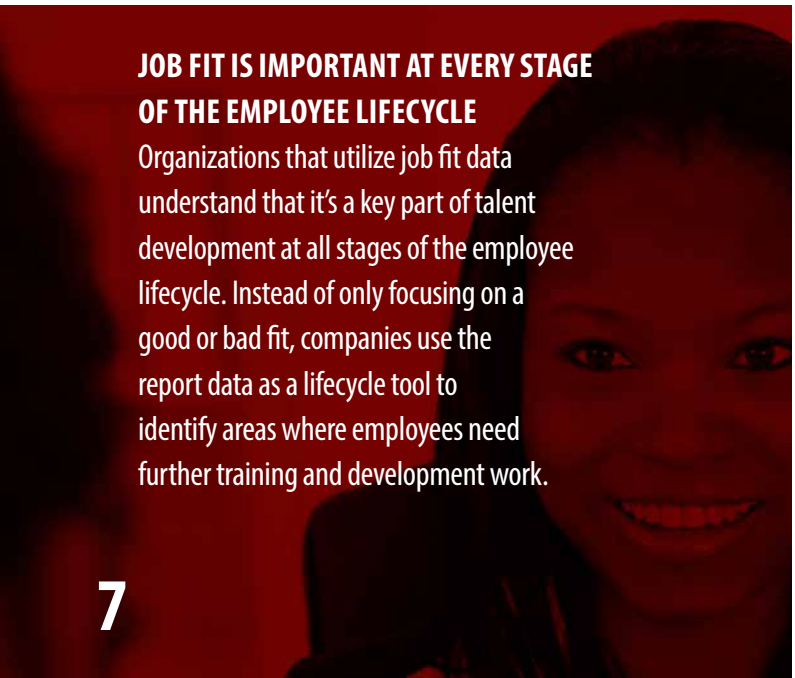
This data is used to create a unique job fit profile, becoming the foundation for the skills and characteristics required by your company for selecting and hiring talented people.

With the job profile analysis, multiple managers have the ability to weigh their opinions and express views regarding a specific position. Once the job analysis has been completed, managers' responses are entered into the assessment center for processing. The result is a unique job fit profile, which is called a "performance model."

Candidates applying or under consideration for a job take the assessment to produce their behavioral profile. Then, their profile is compared to the performance model for the job. This helps determine where the candidate shares common characteristics to top performers, and where they differ.

In addition to providing information about a candidate's personality type and behavioral characteristics, the job fit assessment will provide customized, tough interview questions that are prepared specifically for a particular candidate, based on their assessment results. These specific interview questions, which follow Department of Labor guidelines for fairness in hiring, can be used in the interview. This gives managers a critical advantage in the hiring process.

Using employee assessments in your hiring and selection process will give you a competitive edge, increasing consistency and success in hiring talented employees. Matching people with the work they do creates a solid workforce that has the right people in the right positions.



JOB FIT IS IMPORTANT AT EVERY STAGE OF THE EMPLOYEE LIFECYCLE

Organizations that utilize job fit data understand that it's a key part of talent development at all stages of the employee lifecycle. Instead of only focusing on a good or bad fit, companies use the report data as a lifecycle tool to identify areas where employees need further training and development work.

BIG DATA, HR STYLE

Consider the following situation: You are hiring for a sales position at your company. You have two equally impressive employees. Both candidates had identical GPAs in college. Both candidates have sales experience at a major company. Both candidates were friendly and professional during their interviews. Who do you hire?

This is where data and analytics come in. Big Data is a new concept to HR, but companies like Xerox, Lowe's, and ARAMARK are openly embracing a concrete approach to hiring and managing employees. Companies that use data in hiring decisions take time to compile statistics for turnover, performance, and employee assessment results. This data is used to find trends that indicate which types of people will be successful at which types of jobs. If you had access to data in answering the situation in the opening paragraph, you would have been able to identify personality traits that successful sales people in the organization have. You could have then chosen the candidate that matched well with the benchmark for that position, with solid data to back up your selection.

Companies traditionally make hiring decisions based on skills listed on a resume, as well as experience and intuition. This approach has worked, but there is no clear right or wrong answer. Although hiring decisions are supposed to be unbiased, life experiences and perceptions create natural biases. Considering that payroll is often the largest expense for a company, hiring decisions are not decisions to make major mistakes on. The cost of hiring and training employees today is too high for employers not to get it right the first time.

Big data is a new concept to HR, but companies like

are openly embracing a concrete approach to hiring and managing employees.

Josh Bersin, CEO of Bersin & Associates, wrote about a large service provider hiring sales people. The company used to believe that indicators of success were college major, GPA, and reports from references. It turns out that none of that mattered. What did indicate sales success, as gathered from data the company analyzed, was a resume free of spelling errors, the ability to perform under vague instructions, and multi-tasking skills. The company began hiring salespeople with those skills, and achieved a $4.5 million increase in sales in only six months.

Big Data is transforming the way companies hire. If done correctly, it makes the hiring field much more level for employees. Not every employee can afford to attend big-name schools, but that does not mean they are less competent. Big data lets them stand out on the basis of factors that actually matter to the position. Employers also benefit, because Big Data removes much of the guess work from hiring decisions, allowing companies to hire smarter.

Using Big Data requires a reliable method for gathering the data! The ProfileXT® provides the data you need to make smart hiring decisions based on how well an individual fits a specific job at your company.

HOW TO SPOT A JOB FIT PROBLEM

We are always looking for the perfect fit. We try on clothes before we buy them because clothes that fit look better. We pay to get rings resized. We even look for fit in our relationships; most of us like to build relationships with people who are compatible with us in some way. Since we take such care to find the perfect fit in other parts of our lives, shouldn't we take the same approach in hiring to make sure candidates fit open positions?

Job fit is about more than just finding someone who has the necessary technical skills to do the job. A lack of technical skills is rarely the primary reason someone fails at a job. Job fit encompasses skills as well as a person's reasoning ability, behavioral traits, and interests. Even when you identify an employee that may seem suitable for a particular job, interests and reasoning skills can change over time. This means another available job at your company could be the right move for an employee who no longer fits his or her current position.

It is not easy to identify employees who are up for a job change. Managers oversee numerous employees, and are often consumed by making sure everything gets done. Employees themselves often do not realize the problem is related to job fit. Although it can be hard, there are a few indicators to help you identify when it is time for an employee to make a job move:

1. **The employee's performance quality has decreased drastically.**
   If you notice that a formally stellar employee has been producing less quality work, it may be a sign that he or she needs a change. It is clear that the employee has the ability to be a star performer. Identify a job that will challenge him or her.
   Hopefully, the change of pace will be exactly what the employee needs to return to their previous level of engagement and work quality.
2. **The employee has an updated skill set.**
   Many employees go back to school or seek certifications to keep themselves marketable, or switch careers completely. Instead of losing your employees to other companies once they receive more education, identify open positions you have that will match their new skill sets.
3. **The employee seems bored.**
   If you have an employee who is still doing adequate work but seems bored, a job-fit problem probably exists. Boredom can be identified by an inability to pay attention in meetings, lack of new ideas, or a general loss of interest in company news. People prefer to be in jobs that excite and push them.
   Boredom is the first sign of a string of other problems, including disengagement and poor work quality. Stop the downward trend before it gets too bad by placing the employee in a new job that challenges them.

A JOB FIT ANALOGY:

DEER IN THE HEADLIGHTS TO EYE OF THE TIGER

One analogy for managing talent and optimizing job fit is that of a car's gears: you can't have everyone operating only in low/first gear, or high/fifth gear (and you certainly don't want them going in reverse). But, perhaps a better analogy describes a team by saying "We need less 'deer in the headlights' and more 'eye of the tiger.'" It paints a vivid picture, and makes you wonder which animal your employees more closely resemble.

When you think about your employees, you might subconsciously categorize them into performance groups of stellar, subpar, and those in the middle. Some are outgoing and aggressive (i.e., tigers), while others leave you wondering how much they "get it," and if they are more trouble than the value they add (i.e., deer).

Optimizing talent in your organization is an important goal that is always changing. The types of people you hire, develop, and promote should represent different skill sets, backgrounds, and levels of expertise in order to fulfill the various roles that make up your company. You can't have all tigers or all deer. A healthy organization has the right people in the right roles:

- Tigers are aggressive and focused on their goal. They are predators, and don't hesitate to target, stalk, and attack their prey. They are lean and muscular, not bulky or clumsy. They are territorial, yet also sociable.
- Deer are more placid, timid, and easily spooked. They are typically non-threatening, although they can do serious damage if you run into one, or if they stumble into an unfamiliar environment. However, be careful not to prejudge this group too quickly; the antlers on bucks are reminders of their experience, wisdom, and grandeur.

Aggressive sales people epitomize tigers in business, although they can be found in all functions throughout an organization. These people are generally forward-thinking and extremely achievement-oriented. While they will certainly help you reach your targets, they can also be difficult to rein in at times. You'd likely not want an organization made up

If you've hired someone you thought was a good candidate, only to find they're not as qualified as the interview process led you to believe, then this is a good case to begin using assessments to improve the likelihood of success of your new hires.

exclusively of tigers—administrative tasks and mundane work would likely suffer.

Conversely, when you think of a "deer in the headlights," that startled gaze makes you worry that the person doesn't know what they're doing, or aren't up to the task. Try to assess whether they need extra coaching, training, or mentoring to do the job. If the goal was a stretch, then this could be a reasonable learning experience. But, if you've hired someone you thought was a good candidate, only to find they're not as qualified as the interview process led you to believe, then this is a good case to begin using assessments to improve the likelihood of success of your new hires. The same could be said of promotions, and other job moves.

FOUR FACTORS FOR GETTING FROM "DEER IN THE HEADLIGHTS" TO "EYE OF THE TIGER"

What can you do with an existing employee who loses confidence or looks like a deer in the headlights? Here are four questions to ask that can contribute to the effect, as well as resolve it:

- **Skill Level:** Does the person possess the right technical skills, experience, and critical thinking to perform the job successfully? Can they be trained to learn, or are they in so far over their head that finding them a new role (or firing them) is the better option?
- **Job Fit:** Did you take a successful high-performing individual and move them prematurely into a managerial or supervisory role? Is the person talented, but outside their level of capability? Have you established job fit?
- **Communication:** Message sent does not equal message received. How clearly was the assignment communicated and explained? Is this a new task in which all are finding their way, or are there examples to reference or incumbents to consult for getting back on track?
- **Manager Effectiveness:** When you see your employees struggling, don't be quick to blame them. Consider how effectively you have assigned tasks (are there gaps or overlaps among employees?), communicated the job (what might sound simple to you might not be to them), and how it fits in with the objectives of the department and company. Have you issued conflicting directives?

Beyond these factors, it is also possible that the person is suffering from other non-work-related issues, which have caused them to lose focus. This is where an open culture of dialogue can greatly benefit both the employee and organization. Try talking to the person in a non-threatening way to determine the root of the problem, and see if it can be easily corrected. If the problem persists, document the steps you've taken and set performance goals to be met, or used as grounds for dismissal.

CONCLUSION

Job fit is more important than experience, education, or training. It gets to the core of who a person really is. There is no "perfect job," every person and company is unique with a series of strengths, weaknesses, cultures, and characteristics. When identified, combined, and utilized, they can be a powerful tool in maximizing workplace satisfaction, productivity, and engagement.

One of the most important elements which affect how an employee performs at their job—and how engaged they are while doing it—is job fit.

SOLVING

√ THE EMPLOYEE EQUATION

Profiles International provides solutions to assure a better job fit for your employees. This includes the ProfileXT® assessment tool, which measures an employee's interests and natural aptitudes. The data from this test can help you identify the job categories that would best use the employee's skills while also allowing them to do work that interests them.

The ProfileXT® helps you:

- Save time during the hiring process
- Create an efficient and effective hiring process
- Select the right fit for a job
- Avoid costly hiring mistakes
- Increase employee satisfaction
- Improve the new employee onboarding experience

Profiles International

imagine great people®

Job Fit: The Power of the Right Person. Copyright 2014 by Profiles International. Produced in the United States of America. All rights reserved. No part may be reproduced in any form or by any electronic or mechanical means including information storage and retrieval systems without written permission from the publisher.

Contact us:
Great People Management, LLC
Info@GreatPeopleWin.com
704-528-2460
www.GreatPeopleManagement.com
FREE consultation

Profiles International
imagine great people®