

# READY. AIM. HIRE.

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A process for selecting the best people.

The Power is in the Process • The Magic is in the Tools

The employment landscape has drastically changed over the last few years and has made the hiring process a crucial first step in an organization's growth.

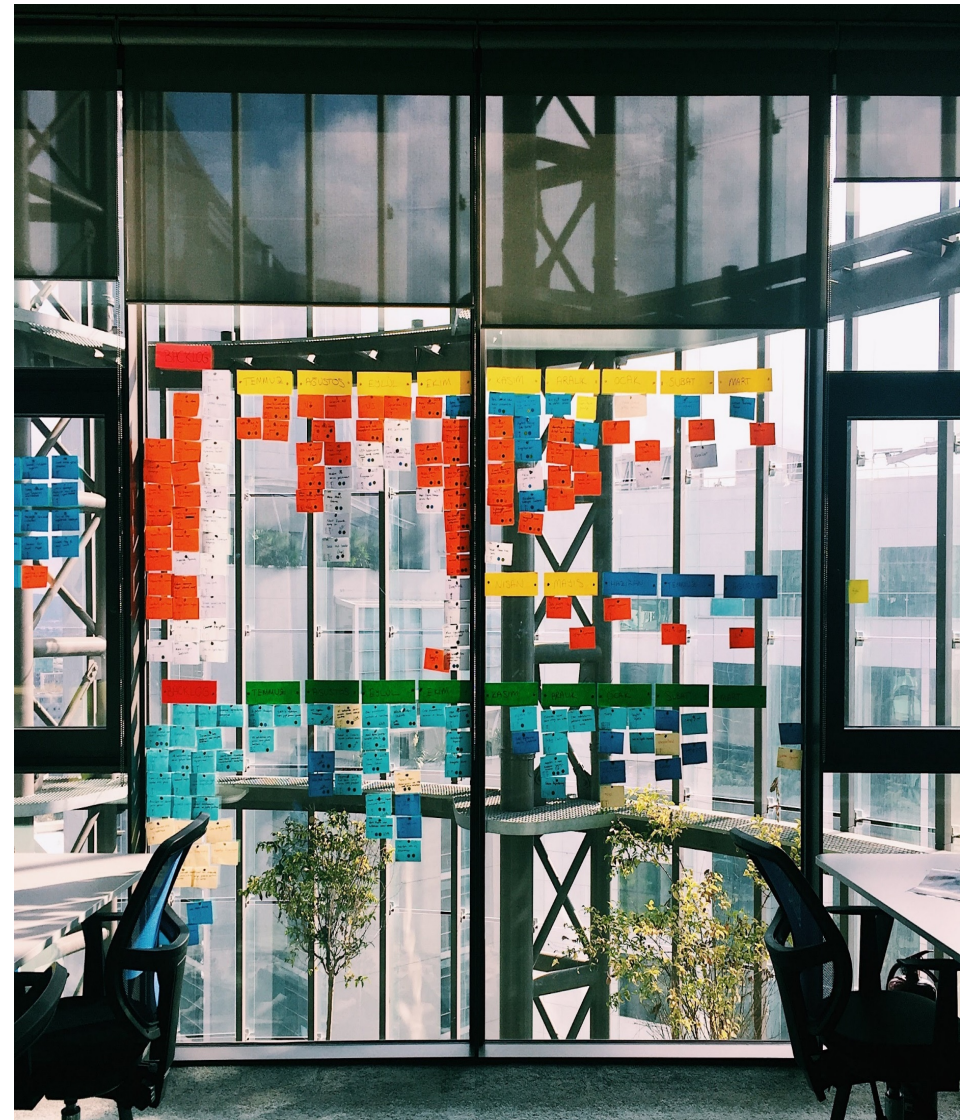
No longer do companies have the leisure of hiring on gut feel, underpaying top talent, and relying on the "wait and see" approach to success.

With an unemployment rate below 4% (Bureau of Labor Statistics), this truly is a candidate's market.

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Organizations can no longer rely on candidates finding them, organizations need to have a detailed and thorough process to finding and attracting top talent.

Here are six key tips for making your next hire a better one.



## 1. DEFINE THE ROLE

Not an earth shattering tip, we know. But, role definition comes in many forms these days.

The traditional job description does a poor job of helping the candidate understand everything that is expected out of the role they applied for.

Breaking the job description into these four areas makes the role and expectations easily understood.

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### **Activities**

What do we want this role to do? Go into detail with the work group to make sure all the crucial activities are covered. This is not a wish list, make sure the detail is realistic and attractive! Once the detail is agreed upon, chunk like activities into 3-5 buckets so the job is digestible.

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### **Priorities**

With the buckets broken out, prioritize them by level of importance. Ask yourself “What is most critical to get done first?” We suggest doing a paired rank exercise between the buckets so priorities easily emerge.

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### **Time Percentages**

With the buckets detailed and prioritized, assign each bucket a percentage of time out of 100. Percentages should not always follow the prioritization, a firefighter might only spend 10% of their time fighting fires, but it is by far their number one priority.

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### **Success Factors**

If the person accomplishes all of the activities laid out, follows the prioritization, and stays within the time allotments, what will the company see? These tangible, attainable, and measurable goals become the success factors. The success factors are what companies use to measure if someone is on track or off track in their role.

## 2. DEFINE THE PERSON

Much like each job is different, the person needed to do that job is equally different. Once the job definition is done, the task is only half over.

Organizations who are successful in hiring the right people focus on getting the right person in the role as much as they focus on defining the role.

The Metiss Group uses four different assessments to measure candidates and when we define the person, we first lay out what we want the results to look like.

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### **Soft Skills Make Up**

Soft skills are critical in a role, especially if the person is a people leader. Soft skills come in many different forms, and we focus on 23 core skills a person can possess. We prioritize all 23 and will interview against the most critical soft skills. More on that to come!

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### **Behavioral Profile**

DISC has been used in many different forms for centuries. Do you want this person to be an analytic or creative? Do they need to be introverted or extroverted? Laying out the preferred DISC style allows us to understand how a person will communicate or behave in this role.

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### **Workplace Motivators**

Often times when there is conflict in the workplace, it stems from a motivator misalignment. Our Motivators give us the “why” in our work. When we align the motivator make up to the organization or team, we have much more cohesive work groups.

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### **Critical Thinking**

The critical thinking test is the great equalizer. If someone has a strong mental capacity, they are able to learn and adapt to situations much easier. Measuring someone’s cognitive capacity allows us to understand how much support we might need to give them in certain areas and where we can get out of their way!

### 3. SET A SOURCING PLAN

Sourcing for candidates has gotten much trickier with the diverse employment landscape. Job boards and ads are no longer enough to find the right people.

The traditional avenues of posting are still used but the strategy is different. The Metiss Group encourages companies to describe the person, not just the role, in a job post.

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#### Here is a succinct, traditional post for a Sales Executive:

We are looking for someone to develop business, conduct sales calls, schedule meetings, and grow client relationships.

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#### Here is a fresh spin on that post:

The Metiss Group is seeking a **Senior Account Executive**. Overall, this position requires calling on business owners and senior executives in The Metiss Group network, as well as generating new contacts, locally and throughout the continental United States (very little overnight travel required).

The ideal candidate will:

- Affiliate with and love the sales role
- Enjoy creating new and nurturing long-term client relationships
- Be patient and diligent through the acquisition process of larger clients
- Have the capacity to see the big picture and understand which buttons and levers to pull to get there
- Be a life-long learner
- Be driven, resilient, and passionate, but not arrogant

## 4. EFFECTIVELY SCREEN QUALIFIED CANDIDATES

Having the role and person defined leads to a set screening game plan. Screens, when done effectively, become a very critical and time saving part of the selection process.

These two simple screens assist in weeding out weak candidates and moving strong, interested candidates forward.

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### **Phone Screen**

Phone screens are done as an initial interaction for the role. After a candidate's resume has been screened and approved, invite them to have a discussion about the role they applied for. Send them the Accountability Matrix in advance so they are prepared. Before the screen, lay out some specific questions for all candidates.

Some important areas to cover are: role transitions, significant accomplishments, salary expectations, and a review of the Accountability Matrix. If both parties are interested, we move them to the next screen.

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### **Core Value Email Screen**

With defined Core Values, we ask candidates how they have lived them in their personal or professional life. During this screen, we are looking for a few different things.

First, can they communicate effectively via email? It's amazing how many people can't get their point across in text!

Second, can they hold themselves accountable. When we send the instructions, we ask them to set their own deadline as to when they will return the exercise. If they can't keep to their own commitments, how will that play out in the workplace?

And third, do they align with your core values? Do their stories align with your organization? How have they lived your core values?

## 5. ASSESS CANDIDATES

Pre-employment assessments are becoming best practice for organizations looking to make a strong hire.

There are many different types of pre-employment assessments for candidates, so making sure you understand the science behind them, what they measure, and how the results are interpreted is very important.

Since The Metiss Group believes people are more than one dimension, we utilize four different sciences when we assess candidates to make sure we are helping our clients understand candidates as much as they can (see above: Define the person).

### **Understand what the assessment measures**

Many assessments claim to relate back to job fit or culture fit, but looking at the intended use of assessment is key to understand where and how it should be used.

When using an assessment, understand how the measures relate back to what is needed out of the role. This will help to ensure the assessment is a useful piece to your hiring process.



### **Use the assessment in different areas**

When we define the person (see step 2), we break apart the assessment and have organizations hand pick how the perfect results should look.

By doing so, we can look at the candidate results and compare it back to what we decided was important to the role. Good assessments can be used in several parts of the process.



## 6. THOROUGHLY ON-BOARD NEW HIRES

On-boarding a new hire does not end with paperwork.

The hiring manager should spend time helping the new hire understand the role in depth (using the job definition!), Discussing their behavior and communication style, and wrap with a three-month development plan to make sure the new hire is getting up to speed as quickly as possible.

These meetings go a long way to ensuring new hire success.

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### **Work the pre-employment period**

It is becoming more and more common for candidate to accept a job and “ghost” employers on the first day. If you are hiring a superstar, the company they are leaving is losing the same asset and will be doing their best to retain them!

Good managers work the transition period diligently by keeping in touch with the candidate regularly, preparing them for their first week, and getting them acclimated to their new team.

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### **Clear the questions**

If the candidate went through your rigorous process, they will be curious where they stood with the assessments, the job description, and how they can develop.

Set aside the first few meetings with the new hire to cover their assessment results, review the accountability matrix, and set a short-term plan to get them up to speed quickly.



# ABOUT THE METISS GROUP

We don't change the way our clients operate, we transform the way they think.

As experts in behavioral science, we apply the scientific rigor of our proven process to your most important asset, your people.

Our proven processes reinforce established principles and sophisticated business perspectives.

The result is that the solutions we deploy are real, repeatable, and sustainable.

Download the Talent Scorecard [here](#) or reach out to us via [email!](#)