

**THE RESOURCE**

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**Labor &  
Industrial** **INSIGHTS**  
Magazine

How to  
**Promote  
Harmony**

Between  
**Humans & Machines**

**INSIDE**

How to Improve Manager  
Effectiveness

Use Assessments to Close the  
Skills Gap

The Most Dangerous Equipment

# From The CEO

**At The Resource we are passionate about our story and the stories of evolution our clients have to tell.**



Best Regards,

A handwritten signature in black ink that reads "Kathy Hartung". The signature is fluid and cursive, written over a white background.

Kathy Hartung, CEO

## THE RESOURCE

We like to say we are revolutionizing the way companies handle their greatest assets, their people. In practically every company in the US, the 80/20 rule still stands. You can *easily* identify your key employees, the cream of the crop. So often though, employees outside the top performing 20 percent get looked at as underperforming, when *really* it's just that they are in the wrong position.

The hiring landscape is continually changing, as CEO, I felt that in my own company. Companies needed a hiring system that is a standalone predictor of future performance.

The Core Hiring System reveals the kind of position a person is designed for based on their core unchanging nature, and then matches them to a position within a company where they *will be* a top performer. By optimizing the talent you have, and positioning you to only hire the right people, we are showing companies the effect of having a top performer in every seat.

We dig in with our clients to understand each position based on specific revenue generating tasks to create a Job Blueprint. Then we use The Core assessment to go beyond a person's skill, experience or even attitude and look at how they are hardwired to perform the tasks the position requires. We work alongside you to ensure that you only consider future top performers.

Our mission is a top performer in every seat, in every company.

From the CEO to the leadership team to the entry level position, a person doing what they are naturally designed to do has the power to rewrite the story; the story of your company, the story of your life.

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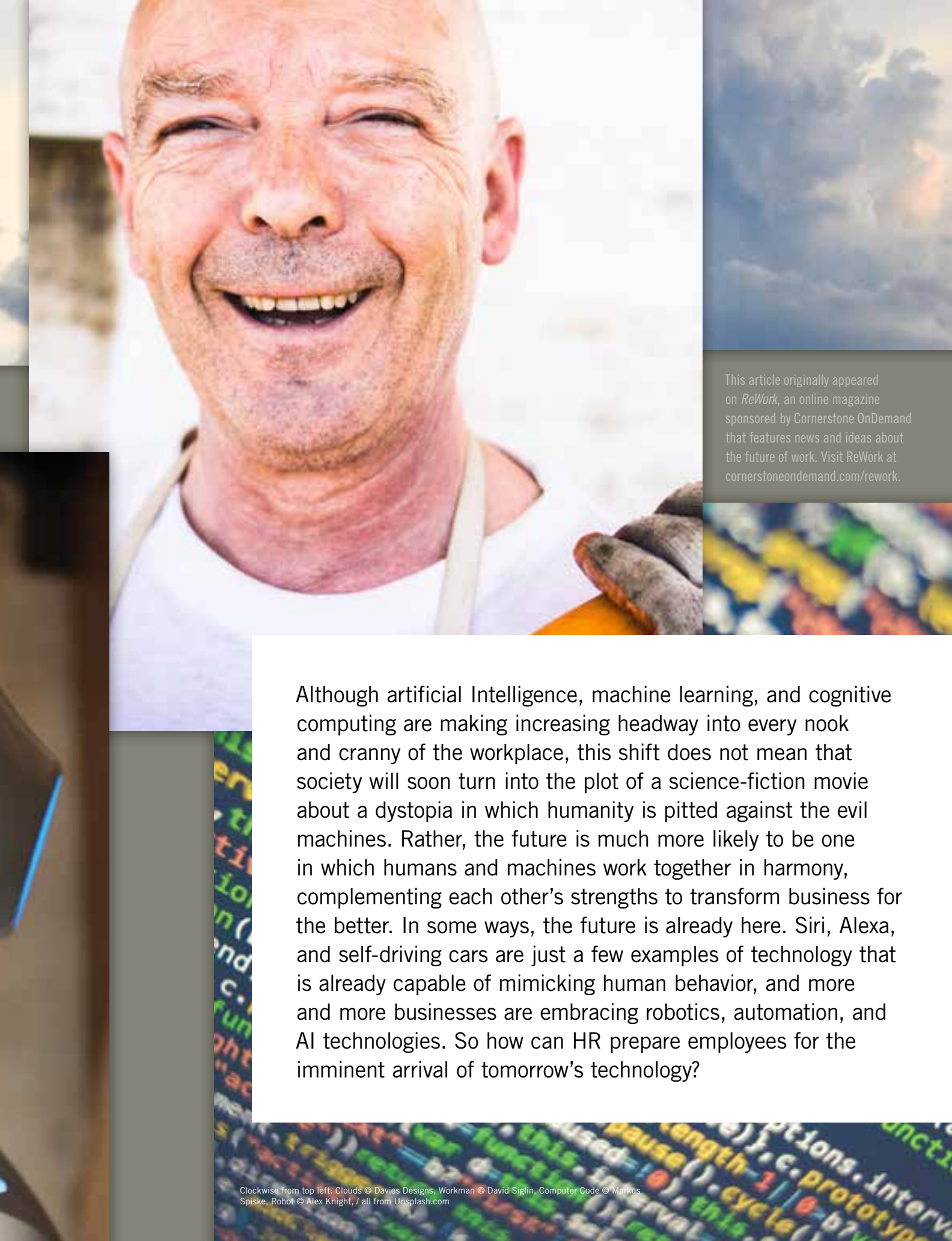
**DESIGN**

The Office of Kristian Bjørnard

# How to Promote Harmony between Humans & Machines



BY JANINE MILNE



This article originally appeared on *ReWork*, an online magazine sponsored by Cornerstone OnDemand that features news and ideas about the future of work. Visit ReWork at [cornerstoneondemand.com/rework](https://cornerstoneondemand.com/rework).

Although artificial Intelligence, machine learning, and cognitive computing are making increasing headway into every nook and cranny of the workplace, this shift does not mean that society will soon turn into the plot of a science-fiction movie about a dystopia in which humanity is pitted against the evil machines. Rather, the future is much more likely to be one in which humans and machines work together in harmony, complementing each other's strengths to transform business for the better. In some ways, the future is already here. Siri, Alexa, and self-driving cars are just a few examples of technology that is already capable of mimicking human behavior, and more and more businesses are embracing robotics, automation, and AI technologies. So how can HR prepare employees for the imminent arrival of tomorrow's technology?



## CREATE A FLEXIBLE WORKFORCE

"Jobs for life" no longer exist, so workers must constantly reinvent their skills in order to keep up with current business needs. With the pace of change continuing to accelerate, companies need what Accenture calls a "liquid workforce" that has "flexibility fundamentally built into three areas: skills, projects, and the organization as a whole" and whose members are agile enough to grow and adapt with the company by performing a range of tasks rather than one fixed task.<sup>1</sup> Similarly, Josh Bersin (of Bersin by Deloitte) suggests that companies adopt an approach similar to the one used to produce Hollywood movies: "people come together and bring their skills and abilities to projects and programs, they build and deliver the solution, and then many of them move on to the next movie later."<sup>2</sup>

Both of these approaches offer employees the chance to grow and learn—and, ultimately, to do more interesting and varied jobs. With this future on the horizon, the role of HR and the rest of the senior team is to identify key areas in which AI will have the biggest impact and to start putting programs in place to help people learn new skills. At the same time, HR must also stress the importance of lifelong learning and provide opportunities for employees to constantly upgrade their skills and experiences.

## FOSTER SOFT SKILLS

Ironically, one consequence of the increase in automation is that humanity's unique qualities are becoming more important. For example, soft skills are more in demand—and harder to find—than ever, with well over half the respondents in one recent survey of hiring managers saying they had trouble finding the soft skills they wanted.<sup>3</sup> Although machines are better than humans at repetitive tasks, people handle uncertainty better, outperform machines at tasks that involve empathy, and excel at dealing productively with other people. To meet the growing need for soft skills, especially as more industries adopt Bersin's work model, HR needs to help employees identify and improve their talents in those areas.

## PRIORITIZE RIGHT-BRAIN THINKING

Alongside soft skills, creativity is becoming a prized quality in the age of AI and automation. Lateral thinking and the ability to turn machine-generated hard data into useful insight are key human skills that demonstrate how human intelligence can complement technological developments. With this in mind, HR needs to hire and inspire workers who can think strategically and creatively. One way to identify such people is to ask them interview questions about their competencies in these areas (such as how they used creative thinking in previous roles).

The robots *are* coming. But that doesn't mean the world is headed toward a bleak future. Rather than regard AI as a threat, people should see its arrival as an opportunity for them to showcase their human creativity and productivity at work.

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Janine Milne has been writing about HR, technology, and business for more than 20 years. Cornerstone OnDemand (CSOD) is a leader in cloud-based applications for talent management that helps organizations recruit, train, manage, and connect their employees. Visit them online at [www.cornerstoneondemand.com](http://www.cornerstoneondemand.com).

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# WILL ALGORITHMS REALLY TAKE OVER THE HIRING PROCESS?

BY MEGAN PURDY

**IN A NEW PEW RESEARCH CENTER** study, most respondents expressed anxiety rather than enthusiasm when asked about the growing importance of numerous automation technologies. When questioned about the growing use of algorithms in hiring decisions, 67% of the more than 4,000 Americans surveyed indicated that they were worried about a potential future in which “algorithms . . . make hiring decisions without any human involvement.” Respondents showed the highest levels of anxiety when questions focused on decision making, not on tasks. (For example, they were more nervous about fully automated cars and less nervous about automated cars with drivers who can take control of them if necessary.) The problem doesn’t seem to be the use of algorithms and automation per se but the elimination of “the human element from important decisions.”

Such anxiety is natural. Although many job seekers loathe the hiring process and dread interviews, most of them will acknowledge that an in-person meeting with a hiring manager is a great opportunity to make a positive impression—one that might overcome any real or perceived shortcomings in their resumes. It’s much harder to charm a computer algorithm, though, and for that reason some candidates are at a disadvantage in a hiring process that relies too heavily on algorithms for decision making.

But will companies turn to algorithms for all their recruitment and hiring decisions? That’s unlikely, because even though algorithms are increasingly finding their way into the human resources department, nobody can judge “human” factors—such as cultural fit and character—as well as an actual human can. Those things don’t come across quite so well in algorithm-derived data.

A more likely scenario is that companies will increasingly rely on robust ATS systems integrated with better search tools (such as Google’s Cloud Job Discovery). The most difficult task in the hiring process isn’t making the final decision: it’s recruiting and sorting candidates at the start of the process. The biggest advantage to using algorithms in hiring is that they can do any initial, high-level ranking of candidates more efficiently and effectively than any human can. A closer evaluation of a small pool of candidates and courting the best ones are jobs for humans.

Algorithms offer another advantage: they can mitigate hiring managers’ unconscious biases and help an organization meet its diversity goals. Even when a company is aware of biases, it can be difficult to keep them top of mind throughout the hiring process. But an ATS system can track which candidates are in underrepresented groups and issue warnings when hiring managers fail to follow company policy.

Algorithms can help organizations meet their hiring goals, but they can’t help hiring managers say the right things, craft the right policies, or develop a better company culture. So although many people are excited about the prospect of putting the hiring process fully in the hands of algorithms, that goal isn’t likely to become a reality. For the foreseeable future, at least, nothing can take the place of the human touch.

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# HOW TO IMPROVE MANAGER EFFECTIVENESS

BY DAVE ALMEDA

More than anything else, managers have the single biggest impact on an organization's performance. But what makes a manager effective? How can companies identify great leaders? And how can organizations replicate the behaviors of good managers in order to make everyone better?

These questions led Kronos to launch its Manager Effectiveness Index (MEI) to examine manager performance within its own organization. This study confirmed what many have suspected to be true: there are powerful links between manager behavior and employee engagement, which in turn shapes performance and retention. With these findings in hand, Kronos identified a five-step process for making good managers great and great managers even better.

## 1 IDENTIFY THE MOST IMPORTANT BEHAVIORS FOR GREAT MANAGERS AT THAT PARTICULAR ORGANIZATION.

Although certain aspects of manager effectiveness can be found throughout most companies, one size most certainly does not fit all: one size fits *one*. Each organization must identify the behaviors that best align with its own unique mission, culture, customer needs, and strategic goals. For example, after benchmarking different manager development initiatives, conducting internal analyses of performance reviews and engagement surveys, and hosting extensive employee focus groups to understand which manager actions (both positive and negative) had the most impact, the MEI researchers uncovered 16 unique behaviors that define an effective manager at Kronos.

## 2 FLIP THE TRADITIONAL PERFORMANCE PROCESS: HAVE EMPLOYEES RATE THEIR MANAGERS.

Kronos incorporated these 16 behaviors into its biannual employee engagement survey. All employees anonymously rated their direct managers (including the CEO) on each behavior by indicating agreement (or disagreement) with statements such as "My manager ensures that I understand the business strategy and how my work influences it," "My manager empowers me to make decisions," and "My manager truly cares about me as an employee."



# 3

## PROVIDE MANAGERS WITH CLEAR BENCHMARKING REPORTS TO HELP BUILD DEVELOPMENT PLANS.

Kronos then gave each manager a personalized report showing how he or she ranked in all 16 areas and a matrix showing these results in comparison to those of other managers at the company. Through these reports, the managers received clear and concise feedback on employees' perceptions of their actions.

# 4

## INCLUDE EMPLOYEES IN THE MANAGER'S GROWTH PLANS.

Armed with their MEI results, all managers debriefed with their teams (either as a group or individually) to drive ongoing, open discussions about their high- and low-scoring areas. Drawing on employee feedback, the managers worked with HR and their own managers to build personal development plans, targeted to their specific development opportunities (and leveraging MEI-specific training programs). Not only have the managers assumed accountability for their improvement, but their employees feel empowered and assured that the managers care about their employees' needs and personal growth.

# 5

## WASH, RINSE, REPEAT—AND DON'T OVERREACT.

With the clarity provided by the MEI results, the vast majority of Kronos managers immediately focused on becoming better leaders.

Ongoing discussions with their teams uncovered blind spots for even the best managers (for example, one high-scorer realized that she never asked "What are your career aspirations?" in any one-on-one meetings with her employees). At the same time, Kronos also learned that low MEI scores do not always mean that someone is a "bad manager" (for example, they can result when a manager inherits a difficult situation that has been unaddressed for a long time).

As a general rule, low MEI scores become urgent only after at least three measurement periods. Like employee performance evaluations, evaluations of manager effectiveness must be part of an ongoing conversation. Kronos plans to conduct this survey every six months.

## GETTING STARTED

There are two prerequisites to rolling out a manager-assessment program: baseline manager training and a high-trust environment. It is unreasonable (and unfair) to hold managers accountable for behaviors for which they haven't been trained. And within a high-trust environment, employees can understand that the program is being implemented because the company cares about their professional and personal development. This process can be applied to any company, as long as it's adjusted for that organization's particular characteristics and needs and as long as its goals and intentions are genuine and transparent.

As chief people officer at Kronos Incorporated, Dave Almeda drives the company's global human capital management strategy (including talent acquisition and development, compensation and benefits, and employee engagement programs).

# The MOST DANGEROUS

BY BOBBY PIRTLE

## OF ALL ON-THE-JOB FATALITIES

Based on the number of fatalities and lost-time injuries, what's the most dangerous type of equipment at construction sites and industrial workplaces? Most people might assume that it's a piece of mobile construction equipment or an industrial press. But the most dangerous pieces of equipment are actually the vehicles that workers drive.

Job-related vehicle accidents are the leading cause of work-related fatalities and lost-time injuries. Those deaths and injuries cost companies millions of dollars in additional expenses beyond the cost of fuel, insurance, and upkeep. Between 1992 and 2009, worker deaths from motor vehicle accidents accounted for 39.9% of all on-the-job fatalities, whereas only 22% resulted from workplace homicides and 21% were caused by falls. Although the overall number and rate of occupational fatalities have declined slightly over the last decade, motor-vehicle-related incidents still account for more workplace fatalities than any other type.

Most companies have excellent safety programs with controls in place to ensure that workers perform tasks safely. But many of those companies fail to extend that standard of safety to their vehicle fleets. Because no current OSHA standard deals directly with automobile safety, it becomes incumbent upon employers to take steps to protect workers who drive company vehicles.

Obviously, avoiding accidents that result in injuries and fatalities is the first objective of a fleet safety program. However, a comprehensive program will also help companies minimize both the direct

and indirect costs of vehicle crashes. Direct costs are related to insurance coverage, whereas indirect costs are those that cannot be covered or recovered through insurance programs. Indirect costs may include costs related to insurance deductibles, schedule delays due to loss or damage to equipment, replacement of injured employees, and additional administrative time for paperwork or investigations. Litigation, especially when related to auto accidents, can drive up the costs even more.

### PRIME SAFETY AREAS

The most effective fleet safety programs address four primary areas:

#### A SOLID ADMINISTRATIVE COMMITMENT

A company's owners and top management must have a clear commitment to worker safety, including when workers are using company vehicles. A good starting point is a signed statement of policy from the company president. It should convey that all company assets—including vehicles—will be in safe operating condition and that those who operate company vehicles are responsible for assuring that condition.

The statement of policy should also make it clear that the safety and well-being of employees while operating a company vehicle (and while driving to and from work) are top priorities. Finally, it should emphasize that the goal of the policy is to reduce traffic-related deaths and injuries during use and operation of company vehicles. Written policies should also detail requirements for issues such as safe use and operation of company vehicles, drug and alcohol usage, driver qualifications, driver screening, personal use, distractions (e.g., electronics, cell phones, food and drink), accident reporting procedures, and disciplinary measures.

Senior managers need to provide leadership, establish policies, and allocate staff and budgetary resources to establish the tone for



# DANGEROUS Equipment

## LOSSES FROM MOTOR VEHICLE ACCIDENTS

the program. At the same time, they should also set an example by practicing defensive driving techniques and obeying highway laws.

### OPERATOR CONTROLS

The company needs to ensure that only qualified employees operate company vehicles. That means meeting not only state and federal regulations but also any other criteria established by the company. Such criteria might include age, physical capabilities, experience, certain scores on written and road tests, and an acceptable driving history.

The operator policy must be specific so that no questions arise about what constitutes an “acceptable” or a “non-acceptable” driving history. It could include specific restrictions related to prior accidents, convictions for motor vehicle violations (especially where alcohol or drugs were involved), and past license suspensions and revocations. A driver’s driving history should be verified through a current motor vehicle report (MVR) secured through the state that issued the operator’s license.

Drivers should be required to sign agreements confirming that the employee acknowledges awareness and understanding of the company’s fleet safety policies and procedures, expectations of driving performance, vehicle maintenance and inspection requirements, and disciplinary action for violation of company fleet policies.

### SELECTING, MAINTAINING, AND INSPECTING VEHICLES

Company vehicles should be properly selected based on criteria for type and usage, with consideration given to safety features. Vehicles that carry high ratings for crashworthiness, ease of repairs, and overall safety should receive top priority. Maintenance intervals should be established and conveyed to the drivers, with a tracking system implemented to ensure that the schedules are followed. Regular, documented inspections by drivers are equally important, with spot checks by management or designated individuals to ensure compliance.

### REGULATORY COMPLIANCE

The safety program should determine whether the vehicles fall under the scope of Federal Motor Carrier Safety Administration regulations because of their usage, their size (weight), or the materials that they transport, handle, or tow. Drivers of company vehicles may be required to carry a commercial driver’s license (CDL). Additional endorsements may also be required for specific driving operations, including chauffeuring more than fifteen people at once.

Beyond the driver’s licensing requirements, additional documentation may be needed to comply with Department of Transportation (DOT) regulations, such as previous employment verification, drug and alcohol screening, and driving history verification.

### PROPER PROTECTION

Losses from employee incidents or from auto-related accidents can wreak havoc on a company’s bottom line. Fortunately, such losses can be avoided by planning, monitoring, reviewing, and implementing safety controls. Programs that address the four areas discussed here can ensure that company drivers are operating safely maintained vehicles and are in compliance with state, federal, and local regulations. Organizations that have already developed and implemented such programs can be confident that they’ve done everything that can be reasonably expected to ensure that their drivers are qualified, trained, and experienced.

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Bobby Pirtle currently oversees the accounting department as financial officer with Safety Management Group ([www.safetymanagementgroup.com](http://www.safetymanagementgroup.com)), a nationally recognized professional service organization that provides workplace safety consulting, training, staffing, program planning, and implementation.

# The Right Way to Deliver Negative Feedback

BY ASHLEY MACINNIS

One absolute truth is that humans are not perfect—and sometimes this imperfection makes its way into their work. Managers can find it daunting and extremely difficult to deliver negative feedback to their teams, so they often try to envelop it in a wrapping of positivity. This popular method of delivering less-than-awesome news to a team doesn't work, though.

First, people *need* constructive criticism. With it, they can learn how to become better at everything they do (such as dressing themselves, creating stellar content, or providing top-notch service to their clients). Without it, they assume that everything is fine and dandy and therefore make no improvements.

Second, delivering negative feedback in the middle of an otherwise positive communication delivers a mixed—and very confusing—message. Employees find themselves wondering, “Am I being praised?” and “What does my last report have to do with how I always clean up the staff room?”

Finally, if the criticism is overly harsh, it can obscure the positive parts of the feedback—thus making the negative feedback harder to comprehend.

At some point in his or her career, nearly everyone receives some negative feedback or constructive criticism. Sometimes it's delivered in such a way that makes the recipient feel empowered and inspired to improve. But sometimes it's delivered poorly—and a wrong delivery can be soul crushing. Managers who don't want their feedback to fall into the second category should keep in mind these guidelines the next time they have to deliver negative feedback to a team member.

## DO BE DIRECT.

Instead of dancing around the subject, come right out and say it. And be specific: comments such as “This could be stronger” or “You kind of missed the mark” are confusing, not helpful. Instead, explain exactly what the problem is (e.g., “Your report needs to be more direct in displaying the data,” “Your blog post had a number of spelling and grammar errors, so it is imperative that you edit before you post”).

## DO USE POSITIVE LANGUAGE.

When delivering negative feedback, don't focus only on the negatives. Instead of telling team members just what the problems are, offer guidance on how to fix those problems, too (though without necessarily handing them ready-made solutions).

## DO MANAGE EXPECTATIONS.

When doling out assignments, discuss all expectations (both those of management and those of team members) openly and in detail. Define the desired outcome and timeline, and empower team members by giving them the tools and support they need to do the job (but without doing it for them).

## DON'T BE DIRECT IN FRONT OF THE REST OF THE TEAM.

Unless the issue is directly related to every member of the team, *every member of the team does not need to hear it*. Singling people out publicly does two things: it makes them look bad in front of their colleagues, and it makes them feel bad in front their colleagues. Even if someone did do something very wrong, discuss it in private. Belittling team members in public will backfire *every single time*.

## DON'T WAIT UNTIL PERFORMANCE REVIEWS TO DELIVER NEGATIVE FEEDBACK.

Most people make mistakes throughout the course of the year—not just right before year-end performance reviews. Waiting until the end of the year to deliver all feedback can make that delivery feel like a big, negative event. Instead, share feedback (both good and bad) regularly and maintain open dialogue with team members during the whole year.

## DON'T UNDERMINE PRAISE WITH NEGATIVE FOLLOW-UPS.

At the same time, though, don't follow a compliment with a gigantic “but,” as in “You're a valuable member of the team, *but* your performance has really gone downhill the last few months.” When giving praise, simply offer it on its own: a negative qualifier diminishes (or even kills) all the positives. (And don't forget to offer up praise—or at least say “Thanks!”—regularly.)

## DO BE READY TO HELP SOMEONE IMPROVE.

Everyone gets off his or her game occasionally—even top performers. When a valuable team member's performance suffers, managers need to find out why. Rather than cast an inquiry in a mostly negative light (such as “You usually do good work, but your work has declined lately, and you really need to improve it”), point out the positives and indicate concern and a desire to help that employee improve: “Your performance has really gone downhill in the last few months. You're a valuable member of the team, and we need you on your A game. What can we do to help?”

Constructive criticism is an invaluable management tool. Done well, it can help employees achieve success by highlighting areas that need work and giving people the support they need to improve. Done poorly, it can backfire and actually increase problems, both for the employees and their organizations. When team members feel appreciated and valued, negative feedback won't be seen as personal attacks but instead as opportunities for growth.

Ashley MacInnis writes for Alongside ([www.alongside.com](http://www.alongside.com)), a company that bridges the communication gaps to create a better hiring experience for both employers and job seekers.



BY SHARLYN LAUBY

# Use Assessments to CLOSE THE SKILLS GAP

In a 2016 study by the Society for Human Resource Management, “68% of HR professionals reported their organizations experienced recruiting difficulty for full-time regular positions” during the previous year. At the same time, “more than half of HR professionals reported some level of basic skills/knowledge deficits among job applicants.”<sup>1</sup> Other research highlights the same problems, with 87% of companies that responded to one survey indicating “that the skills gap was affecting their performance.”<sup>2</sup> With not enough talent—or not enough of the right talent—businesses are forced to turn down projects.

At some point, organizations need to realize that they must invest in employee training and development in order to get the talent they need. Obviously, turning away business isn’t the answer. And waiting for someone to apply with the perfect resume is not a feasible solution either. Companies need to be proactive about bridging the skills gap.

## “BUY, BUILD, AND BORROW”

One good starting point for dealing with the skills gap is the “buy, build, and borrow” strategy:

- **BUY: hire outside talent.** This approach can help the organization get fresh perspectives and new ideas, but attracting good talent from the outside can be expensive.
- **BUILD: develop internal talent.** This strategy is great for employee morale, but developing talent takes time and requires the organization to have the necessary training resources.
- **BORROW: use freelancers, consultants, and temporary employees as needed.** Because not every job is a full-time job, this approach enables companies to get the talent they need when it’s needed. It’s not easy to keep freelancers engaged so that they’re available and ready to work at any time, though, and the same temporary employees may not be available every time a need arises.

These strategies can be implemented separately or combined as needed. For example, an organization can “buy” the best talent, then “build” their skills. But for organizations to successfully blend recruitment strategies, they should determine which skills a candidate absolutely must have and which skills can be developed once someone is hired.

## ASSESSMENTS AS PART OF A RECRUITMENT STRATEGY

To evaluate a candidate’s potential, organizations should use assessments that measure more than whether he or she knows how to create a pivot table in Microsoft Excel. Although skill tests are important, they aren’t nearly as predictive of on-the-job performance as cognitive aptitude tests (which measure potential to learn complex subjects) and personality tests (which measure how well a personality type fits with a role). Combined, these two assessments help companies find productive employees who are more likely to be retained because they are well suited to their roles.

Two case studies from Criteria, a provider of pre-employment testing services, highlight how such assessments can predict success in training programs. In one study, 100% of the highest scorers on a cognitive aptitude test successfully completed an intensive financial-services training program, whereas only 45% of the lowest scorers did. In another study, when a personality test was used in recruiting call-center sales consultants, those who were recommended by the

test earned significantly more revenue per day than those who were not recommended by the test.

## CLOSING THE SKILLS GAP

Employers who hire talent based on measurements of potential are more likely to close their skills gaps. Because they’re not waiting for the “perfect” candidates, they can fill their open positions faster and can then train those new employees. This approach also enables organizations to engage new hires immediately: by demonstrating an immediate interest in their new employees’ success, companies see a faster time-to-productivity—which yields a positive impact on the bottom line.

Sharlyn Lauby is the author of *HR Bartender* ([www.hrbartender.com](http://www.hrbartender.com)), a friendly place to discuss workplace issues. She can be reached on Twitter at @HRBartender.

This article was reprinted with permission from Criteria ([www.criteriacorp.com](http://www.criteriacorp.com)), a leading provider of pre-employment testing services.

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# Developing a High-Performance Culture

BY MICHELLE M. SMITH

Most leaders are constantly searching for the best ways to build strong cultures, raise performance levels, and help their organizations operate at maximum efficiency and effectiveness. There are many possible courses of action to achieve those goals. But strategies that focus on three particular areas consistently rise to the top of the list.

## PURPOSE

Take the time to help employees fully understand the purpose of their work and the significant value of their contributions to the organization's larger objectives. When people comprehend the reasons for certain tasks, it's easier for them to form a goal hierarchy—a mental structure in which priorities can be considered as complements, rather than obstacles, to one another. Having such a goal hierarchy in place makes employees more likely to complete their work.

Stressing purpose to employees also helps leaders draw on the cognitive power of altruism. Because the brain's reward system is directly activated by helping others, when it's clear to employees that they're helping others through their work, their intrinsic motivation rapidly increases. For this reason management by aspiration is a far more powerful mental schema than management by objective.

## AUTONOMY

Micromanagement, the opposite of giving workers autonomy and the default behavior for many managers, puts people in a threatened state and creates feelings of fear and anxiety that interfere with performance. This state triggers a "fight or flight" reaction in the brain, which includes autonomic activity that makes people reactive: they then become attuned to threat and assault and primed to respond quickly and emotionally.

When this fight-or-flight reaction kicks in, productivity falls, and the quality of decisions decreases. When the neural circuits for being reactive drive behavior, a person's abilities to control himself or herself, to pay attention, to innovate, to plan, and to solve problems are all diminished.

By giving employees some genuine autonomy, a leader can reduce the frequency, duration, and intensity of this threat state. Indeed, even the perception of increased choice activates reward-related circuits in the brain, making people feel more at ease.

## RECOGNITION

Skillful and considered recognition of employees' successes doesn't entail heaping undeserved praise on people; rather, it means publicly celebrating a job well done while keeping the bar high. The most effective leaders convey recognition and (when possible) reward employees for taking productive steps forward. They also relay positive feedback from customers, take care to include employees' managers when giving thanks and recognition, and personalize their messages. Public recognition increases recipients' social status, enhances their sense of being valued team members, and shows them that hard work will be fairly recognized. Because rewards of all kinds (including social rewards) prompt the release of the neurotransmitter dopamine, which produces good feelings, reward circuits encourage people to repeatedly behave the same way.

By implementing strategies that focus on these three areas, managers can create a climate of trust that spreads throughout the organization. The more that leaders understand the value of fostering autonomy, purpose, and recognition, the more organizations will enjoy sustained success.

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# THE RESOURCE

Leadership Development • Permanent Recruitment • Staffing



**SOLVING PEOPLE  
PROBLEMS** SOLVES  
BUSINESS PROBLEMS

## OUR VISION

The driving force behind everything we do is people. We believe everyone has a place where they can naturally thrive in work and in life. Every individual has their own capabilities and goals, so we seek to help people find fulfillment wherever they are. We view change as necessary and positive. It is our goal to build opportunities for our people and clients as we continue pushing forward and to have fun while doing it.

## OUR STRATEGY

Every seat in an organization matters. By utilizing our CORE assessment to reveal the true, unchanging nature of every individual, we can ensure that employees are placed in a position where they will naturally perform at their highest level. We seek to individualize our services to meet the needs of both candidates and clients. We stay on top of trends and anticipate demand, creating solutions in a proactive, not reactive way. These strategies allow us to bring a revolutionary approach to Leadership Development, Permanent Recruitment and Staffing.

## CORE VALUES

Teamwork • Customer Focus • Innovation • Love What You Do

## WHO WE ARE & WHAT WE DO

We love what we do. Our passion is to serve others and our community, whether by finding people jobs, coaching them into better careers or helping feed the hungry. It is important for us to do the right thing, every time. We want every person to be their best, so we measure success as a win for client, candidate and company. With over 35 years of experience in the staffing industry, we are uniquely equipped to provide real people solutions for the business world.

### LEADERSHIP DEVELOPMENT

We identify the CORE nature of your leaders and develop them to fit the mold and vision of your company.

### PERMANENT RECRUITMENT

Your people are one of your biggest investments. We take the risk out of the hiring process by getting to the CORE of the candidates.

### STAFFING SOLUTIONS

Hiring doesn't have to be a guessing game. We specialize in staffing for Light Industrial and Clerical/Professional and ensure each candidate is naturally qualified to do the job required.



**OUR MISSION IS TO WORK ALONGSIDE  
YOU TO PUT A TOP PERFORMER  
IN EVERY SEAT IN YOUR COMPANY.**



**KATHY HARTUNG**  
CEO, THE RESOURCE

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**See How Solving People Problems**  
**Will Solve Your Business Problems.**