

## **SELECTION SYSTEMS:**

### **The Art and Science of Placing the Right Leaders in the Right Roles**

There is a prevailing workforce concern that cuts across all business boundaries, private or public, charity- or profit-based: in order to achieve success, how do we know how to place the right leaders in the right roles for success? Hiring is an expensive process and a wrong decision will cost more than dollars deducted from the bottom line. Poor hiring choices can negatively impact morale, increase turnover and send your seasoned professionals looking for greener pastures, perhaps pastures owned by your competition.

Today, the job description of 'leader' is increasingly complex. Selecting the right leaders for the right roles builds internal bench strength, increases productivity, improves collaboration and inspires followers. To select, develop and retain top leaders requires the creativity of an artist and the systemic approach of a scientist.

### **THE ART OF LEADER SELECTION**

People are like exclusive works of art—no two are the same. It is important to understand as much as you can about the person you place in the vital role of leader. The art of appreciating and understanding human behavior relies on learning to balance the combination of instincts, common sense and factual data against the sole dependence on resumes and references. The hiring manager or team must visualize the future in order to clarify the essential competencies needed by a leader today and in the tomorrows to come.

Key questions:

- What are my/our expectations of the person in this position next year, in two years, five years?
- What is the growth plan for our company, our school system, our medical facility?
- What is the new leader's #1 priority: our workforce, productivity, customers, profits?
- Does his/her priority conform with the company's goal(s)?

Creating a selection system to hire leaders requires asking lots of questions, mixed with some guessing and crystal ball gazing to "look into the future" in the absence of concrete data. The art of selecting a leader requires one to step back, envision the future, and *then* design a system to choose the right talent for the short term, long term or both depending upon anticipated needs.

### **THE SCIENCE OF LEADER SELECTION**

To improve objectivity and reduce the 'like me' syndrome common in many hiring decisions, design a scientific selection system to review, interview and evaluate potential candidates for leadership.

Such a system must include, but is not limited to, the following components:

- Venue: an environmental scan to determine the current and future arenas where your leader(s) will play
- Skills: a position profile to determine the key talents, skills and knowledge required for success; including education, interpersonal skills, and membership in professional

associations

- Tools: a selection of assessment instruments to measure talent. Work with a certified practitioner to select the tools that best measure the job related competencies specific to your needs.
- Inputs: use multiple inputs, such as behavior-based interviews, role plays, assessment tools, background checks, references, resumes and candidate essays (written or oral) confirming, in the candidate's own words, his/her *call to lead*. Essays are a fantastic way to gauge one's passion for leadership.

## **FINALE**

At Rhonda Hess Associates LLC, we understand the importance of evaluation and measurement of assessment programs. We use several tools and methods including **The Value Profile**, created by human development expert and Nobel Prize nominee Dr. Robert Hartman.

The Value Profile is a powerful tool to evaluate the underlying thinking and decision-making patterns people use with respect to people, tasks, systems and self. This proven assessment tool reduces the time it takes to understand how and why people make the decisions they do and identifies how our mind analyzes and interprets our experiences.

It provides invaluable information to:

- Managers tasked with placing the right people in the right roles
- Individuals who want an objective, scientific understanding of their thought processes so they can eradicate the thought patterns that do not serve them and, more frequently, access those that do
- Teams who want to work better and smarter. Some of the competencies measured include: planning, drive, persistence, problem solving, empathy, strategic thinking, handling rejection, self-starting ability and motivation.

Because there is no more important selection decision than placing the right leader in the right place, make the time today to design and implement an evaluation system. We can help you invoke the creative and systematic powers of art and science to attain Leader Selection success.