

# THE CANADIAN MOVER

Fall/Automne 2009

The Bi-Annual Magazine and Directory of the Canadian Association of Movers/  
Revue semestrielle et annuaire de l'Association canadienne des déménageurs



***See CAM's New Helper Training Video Online  
Voir la vidéo de l'aide-déménageur de l'ACD en ligne***

# I Hired this Great Person. Why Isn't He/She Doing the Job?

By Kathi Barry Albertini

**Y**OU PUT OFF HIRING another sales person, hoping that sales would rise through the efforts of existing staff. Eventually, though, you realize that your shortage of sales people is reducing your revenue, and you undertake the process to hire a sales person. You slog through the search. The pile of résumés almost drowns you. The prospect of coming busy months reminds you to stick with it. In the end, you find the best sales person you have ever seen. References confirm your opinion. He or she knows your market. He starts work and catches on quickly.

You turn your attention to the next project on your list. At the end of the month, you glance at the sales reports. The new sales person hasn't quite made his goal. His closing ratio is low. You hear rumblings from the administrative staff. But you know you hired a great person and you convince yourself that he will catch-on. You might even play a round of golf to celebrate progress in the sales area because you know it will improve.

But the complaints about his estimates increase the next month. The reports don't show much progress toward the sales goal. So you sit down with him and have a talk. He convinces you that next month, he will catch up on all of his goals. You don't question how he will do that; you're glad to have the problem solved.

What happened? This scenario, unfortunately, is one that we at Management Growth Institute, Inc. (MGI) hear frequently at our Profit Enhancement Group (PEG) meetings. It happens because we don't understand that our people are our most-important assets, assets that don't show up on your balance sheet. We assume that if we hire the right person, he or she should just do the job with little or no guidance from us. It's a myth that we would

all like to be true: hire a well-qualified person and he will accomplish the job on his own. When the position we hire for is a management position, the surprise is more dramatic.

If, on the other hand, we apply more science to the process of hiring, orienting, training and tracking, we get better results, just as we do when we measure our job costs or profit.

Let's start with hiring. One PEG member, a terrific sales person himself and an enthusiastic leader, threw up his hands after hiring three or four sales people who never accomplished their goals. Finally, he started to use screening tools during the hiring process. The first candidates who met the criteria were individuals he would not have previously hired. However, he was trying to overcome the fact that his past sales hires hadn't succeeded. So, he hired based on the screening tool. The salesman he hired achieved goals like no other previous hire.

MGI has worked with many companies that have used tools such as the Predictive Index ([www.piworldwide.com](http://www.piworldwide.com)) or the DISC Profile ([www.discprofile.com](http://www.discprofile.com)). Using these tools can change your perspective about what works for a specific job in a company. Both have a deep collection of data about specific job positions.

The next step is just as important. No matter what position you hire for, a new employee must learn about the company and its employees, and receive specific goals for his job. It doesn't matter if you have hired someone at the VP or helper level. Each employee must understand what is expected, how the company measures performance and what the consequences are for not meeting expectations. Surprising as it may be, all of that has to be repeated and reinforced to ensure that employees

perform effectively. Orientation gives a deeper look, both for the company at the employee and for the employee at the company. For lower-level positions, many companies use temporary agencies to reduce the risk and overhead of hiring people who don't make it through orientation. The employment agency takes the risk.

Once the employee completes orientation, more in-depth training follows. Training ensures that the new employee performs in line with company procedures and processes. For instance, many companies create a training site in their warehouses to put a new helper through the whole process, whatever that may be, before she steps into a customer's house. An effective trainer is an essential component of each department. Many small companies make the mistake of skipping this step and letting the new employee flounder through initial weeks. A creative employee will figure out ways to do the work, but often by adding forms, paperwork and workarounds that require cleaning out at some time in the future. A less-creative employee might make expensive mistakes the company will pay for.

Finally, tracking progress ensures that the new employee can do what you hired him to do in the way your company does it. Another PEG member hired a new customer-support employee to join the other two employees in the department. They used a disciplined process to screen résumés and test potential hires, and the two existing customer-service employees interviewed the top candidates along with the boss. Everyone agreed on who to hire. The new employee started with energy and enthusiasm. During training, the boss noticed that the other customer-service employees weren't participating as he took

*continued on page 16*

---

*GREAT PERSON from page 8*

the new employee through the processes. In the next week, he got complaints about the new employee from her colleagues. He knew he had hired the perfect person for the position. He ignored the complaints. She seemed to get off to a good start, though she worked alone. The other two worked together. Then he noticed many mistakes in her work and by chance heard the two colleagues whispering about information they hadn't given the new employee on purpose. The failures continued. Finally, the boss brought the two employees into his office and declared that they had to operate as a team and stop withholding information from the new employee. The confrontation caused the boss to understand the problems the original employees had experienced and he had ignored. He learned something about supervision. The confrontation reinforced the importance of the three operating as a team.

You can avoid the mistakes of these examples and improve your company's productivity but taking time in each of these important steps of employee development: hiring, orienting, training and tracking.

*Kathi Barry Albertini is President and CEO of the Management Growth Institute.*