

TACKLING THE THREE MAJOR CHALLENGES OF RETENTION

#1—HIRE GOOD EMPLOYEES

...only one of those places is cheap...

As an employer, you have three places you can deal with lazy, unreliable, drug-abusing, dishonest members of our workforce: Before you let them in your front door; while they're in your house; and as you kick them out the back door. Unfortunately, in our current legal and social system, only one of those places is cheap.

By screening potential employees for past behaviors and attitudes, you can dramatically reduce the costs of hiring bad people, and

make your workplace more productive, happier, safer, and more profitable.

Combine an efficient pre-screening assessment with an effective pre-employment background check, and you can cut your risk by half or more.

The really good news is that the combination of an assessment and a background check may well cost less than your current pre-employment drug screening, and be more effective in the long run! Pre-employment drug

screening has fallen victim to an amazing array of devices and practices with one purpose: to make the screening ineffective! If you have doubts, go to www.google.com, and enter the search words, "beat drug test." The 312,000 responses will make a believer of you!

Whatever combination of tools you use, your goal is to identify the best potential employees in the pool you have to work with—**don't let the bad ones in the front door!**

#2—HIRE AND PROMOTE FOR JOB FIT

...success hinges on a fit with the job...

A well-documented study, published in Harvard Business Review concludes that **"Job Match" is by far the most reliable predictor of effectiveness on the job.** The study considered many factors including the age, sex, race, education and experience of approximately 300,000 subjects. It evaluated their job performance and found no significant statistical differences, except in the area of "Job Match." Conclusion: ***"It's not experience that counts or college degrees or other***

accepted factors; success hinges on a fit with the job."

Other studies have found that job fit not only predicts effectiveness, but it also predicts retention—if an employee fits the job, it is likely that they will stay on that job, liking it, and being rewarded in a variety of ways for doing it well.

If success is determined by job fit, our challenge is to predict that fit. This requires that we measure thinking style, behavioral traits, and occupational interests, and that we do

so in a cost-effective, efficient way. The Profile XT was designed and validated as an efficient way to predict job fit. With this assessment, an employer can assure that the people hired fit their new jobs; that the people promoted can succeed in the new position; that employees can identify a career path likely to work; and that newly opened jobs can be filled from within, with a high probability of success.

These assurances add up to better productivity and improved retention!

#3—IMPROVE MANAGERS, KEEP YOUR BEST PEOPLE

...budgets for training have been curtailed...

"People quit people, they don't quit jobs."

Guess which people they are most likely to quit? Hint: Managers have the most significant impact on a worker's daily activities, the mood of the work setting, and the reward structure on the job.

Identifying the strengths and weaknesses of your

managers, and improving their most critical skills, is a key component of keeping your best people.

In this economy, budgets for training have been curtailed, making it difficult to find the money to improve management skills. Many companies are concerned that they will invest money in train-

ing, then lose the people and their investment. As Zig Ziegler said, though, "If you think it's expensive to train people and lose them, try not training them and keeping them!"

Invest in a cycle of assessment and training! You'll find managers get better. **Better managers will improve retention.**