
Promoting Excellence™

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Volume 2 Issue 2

THE KENNA COMPANY
HELPING LEADERS SELECT & ENGAGE TOP PERFORMING TALENT

Selection Success

Hiring managers who enjoy conducting job interviews are a lot like needles in haystacks. They might exist, but they're sure tough to find! Why? Perhaps because we all tend to dislike tasks we don't do well, and too many of us don't conduct hiring interviews very well. Perhaps because we realize the stakes are high when filling job openings and we aren't confident that we'll select the best person for the job. Whatever the reason, if you're like most hiring managers, you'll welcome any tips that make selection more successful. Here are tips you'll find practical and actionable.

Step 1: Profile the Job. Describe all criteria necessary for the successful completion of the job including not just educational credentials or prior employment history, but also job expectations and performance measurements; not just "what" the job entails, but also soft skills required for success in the job.

Step 2: Thoroughly review candidates' resumes, cover letters, job applications and assessment reports (if available) prior to the interview. Time pressures are immense today and often insufficient time is dedicated to review such documents. By reviewing candidate's history and profile in advance, you can use the interview as an opportunity to ask specific important questions that will help you select the person who will be the best fit for the job.

Step 3: Pre-Employment Assessments. Any hiring manager who hired the "best" interviewer only to find them ill-quipped for the job recognizes the importance of discovering the person underneath the interview face. Validated assessment instruments such as The TriMetrix™ System can help you discover whether candidate's behaviors and attitudes are a good fit for the job being filled.

Step 4: The Interview. Fail to ask the right questions, and you'll fail to find out what you need to know in order to select the best fit for the job opening. Many interviews focus on work experience or education, while under-emphasizing or ignoring candidates' work style preferences, motivational values, and the underlying attributes that have a direct impact on their success in the job.

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Note to My (Invaluable) Assistant:
I'm finished reading this latest issue of 'Promoting Excellence™ sent to us by The KENNA Company. Please route it to:

- _____
- _____
- _____

The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.

- William James

Are Your Employees Engaged?

Are your employees engaged? We're not talking about their marital status! By engaged, we mean fully focused, fully committed to their work. If not, why not? What can you do to build enthusiasm for work, more fully engaging your employees' hearts and minds?

Here are some idea-triggers for engaging employees. How many other ways can you come up with to achieve an enthusiastic workforce? Let me know by e-mail at <mailto:mjoe@kennacompany.com>.

1. **Invite employees to participate in setting team and company goals.** Look for every opportunity to include employees rather than giving them one-way directives.
2. **Encourage employees to suggest better ways of getting their own jobs done.** Who knows best how to get a job done? The one being expected to do it! Ask employees for ideas to accomplish their goals (if they don't have measurable goals, help them set them). Encourage employees to think creatively and to develop a sense of accountability for what they do and how they do it.

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Step 5: Reference Checks. Finding it difficult to obtain reference information beyond just dates of employment in the prior position? Consider asking the candidate for assistance. Be sure to verify educational content, grades and degrees and all credentials by contacting the schools listed on the resume. There are services that will do this too,

Will these five steps guarantee selection success? No. But skipping any of these essential steps will certainly increase the risk of making a less-than-optimal selection decision. Hiring new employees is one of the most important tasks any manager can do. Why risk doing it poorly? Better to do what you can to improve the likelihood of selecting the very best person for the job. Every time!

Adapted from Will Helmlinger CBVA, A Division of The Resource Development Group, Inc.

Opportunity is Knocking! **Open the door.**

Nothing zaps a manager's time or reduces the ROI of a company more than having the wrong employee in a job even if they have great skills and experience and they are really nice.

The KENNA Company specializes in helping companies hire candidates that are a good fit for the job for which they are being considered (outside and inside candidates).

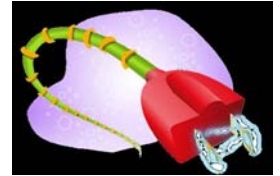
We help you define the job requirements, define the key goals (accountabilities) for the job and benchmark the attributes, motivators and behaviors required for success in the job.

Finally, we help you assess whether the candidate(s) you are considering are a good fit based on job requirement and the job benchmark.

Take the personal bias and uncertainty out of selecting candidates. Call 816-943-0868 today.

Why? You'll improve productivity, retention, job satisfaction - and relieve some manager stress.

IDEAS: 10 Tips for Effectively Clearing Your Desk and Increasing Your Efficiency



Sometimes people who know of my passion for helping companies understand employees' unique work styles, motivational values, and individual attributes ask me whether there are any universal principles for success that apply to all people in all jobs. "Sure" I tell them.

Take, for example, the importance of maximizing personal productivity. All of us benefit from doing that! And one way to maximize our productivity is to remove the clutter that distracts or discourages us at work.

Would your desk qualify as a federal disaster area? Desk clutter creates stress and confusion; it reduces productivity. We all know that. But did you know that experts estimate people waste an average of 30 minutes per day searching for papers? That translates into 10 hours per month or 3 weeks per year of unproductive time! Whew! What can you do to beat those averages?

1. **Take everything off your desk and give your desk a good clean.**
2. **Before re-loading your "stuff", get yourself a large, strong trash bag. You'll need it when you start dumping excess items.**
3. Put everything into one big pile; then jump in and "divide and conquer." Begin by removing large items such as catalogues and manuals. Ask yourself whether you really need them. If the answer is YES, file them away in a drawer or cabinet for later reference. If not, discard them. Most people find that over 80% of their paper pile could be thrown out with no discernable detriment to their work results.
4. The only papers you should have on your desk are the ones you are actively working on at the moment. Anything else should be thrown out or filed for future reference / audit purposes.
5. **As you put equipment and supplies back on your desk, ask yourself how many paper pads, pens, paperclips, etc. you really need at a time. Keep only what you use every day - the rest can be put away somewhere within easy reach. Get rid of everything that doesn't work, is outdated, or no longer used.**
 - Do I have a good reason for keeping this item? Is this item still useful? Does it belong here or somewhere else?

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6. **Keep only as many calendars and address books as you need.** Ideally, you should keep all contacts and appointments in other place - whether on your PC (Outlook, ACT, Goldmine, etc.), a personal organizer or a paper-based system.

7. **Personal items.** How many photos and awards do you keep on your desk? These can be distracting to consider removing all but the most cherished items.

8. **The surface of your desk is NOT a storage area.** Keep it clear apart from the few things that you use daily.

9. **Always keep a waste paper basket near your desk.** When printed matter arrives on your desk, ask yourself the following questions: Do I need this? Will I use it? Could someone else use it? Would it matter if I threw it away? Most of papers you file will never be looked at again. Consider throwing them out rather than filing them.

10. A simple filing system:

- ACTION** - on-going work should be categorized into topics, with one file per topic
- TODAY** - things to work on today
- TO FILE** - this can be kept out of the way. Set aside time each week to file the papers you really need to keep. Discard the rest.
- TO READ** - magazines, articles, etc., that you want to read. Set aside time each week to read the documents you really need to read.
- DISCARD** - before throwing junk mail away, get yourself removed from the mailing list.



10. **Keep up with incoming information.** At the end of every day, spend 10 minutes tidying your desk.

Adapted from Chrissie Slade, Copyright 1997-2003 by Coach U, all rights reserved

NOTE: These Tips for a Clean Desk Are Intended to Help YOU Maximize Your Personal Productivity, Effectiveness and Fulfillment at Work. Please Share YOUR Tips For Our Readers

Web Site Of The Month!

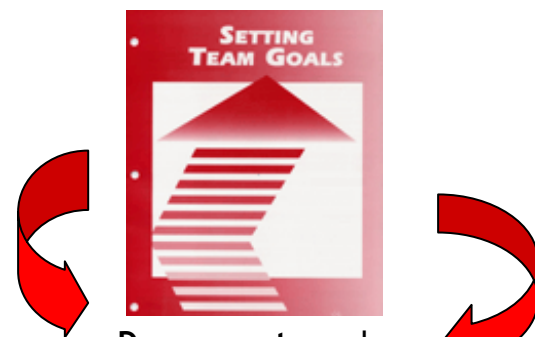
What's the website of the month! Yours! That's right. Consider how long it has been since you've visited your own organization's website. Does it reflect the values, goals and beliefs of your organization? Is it likely to attract the type of people you want working in your organization? What would your website look like if it were designed in perfect alignment with your selection criteria? What does www.yourcompany.com convey to your job candidates (and customers) about your organization?

Put Employees to Work Designing Morale Boosting Activities? Now That's What We Call a Great Idea!

An extensive, company-sponsored recreation and social program can be a boost to morale - but it can also be a fiscal and managerial nightmare to the CEO who has to administer it.

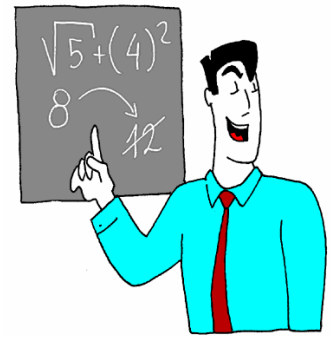
Jack Stack, CEO of Springfield Remanufacturing Center Corp., in Springfield, MO., was so intent on fostering healthy relations with his 450 employees that he began feeling more like a camp director with each passing athletic season.

His solution? Set a budget, and then let your employees divvy it up themselves. *"It's really hard to please everybody,"* says Stack. *"You don't know how to draw the line and be fair at the same time."* So he established a recreation committee for each of his plants. Eight employees, elected annually, receive a budget of \$5,000 with which to fund company softball and volleyball teams, fishing tournaments, and a company picnic. *"It gets rid of the little headaches for managers,"* Stack says, *"and it gives employees a taste of what it's like to be a manager."*



Does your team have realistic, written goals that all team members agree on? The TeamTraks™ modules will help any team improve in specific areas. Check out our website for a more information on TeamTraks. See also the special offer in the Free Resources section of www.kennacompany.com.

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- 3. Provide positive reinforcement.**
Always listen and acknowledge your employees. Employees often report that their decisions and actions are second-guessed and that most, if not all, feedback given is negative. A pat-on-the-back goes a long long way.
- 4. Delegate responsibility (be very clear) and give the employees necessary authority along with the responsibility.**
Do you give inconsistent messages? Do you ask the employee to handle a problem or project and then give them negative feedback or give them an assignment and then say, “never-mind?” Employees often report that they are given tasks and then told they did it wrong.
- 5. Be very clear in your communication.**
When you express goals or explain projects, be sure the employees really understand what you are asking for. Employees often report that the goals are unclear and that they are not sure what they are being asked to do. This is especially true when you use voicemail or e-mail to communicate
- 6. Show you have trust in your employees.**
Allow them to make mistakes as a form of learning. Show that it is really OK to make mistakes. Let them know you really support their decisions. Employees often report that someone is always looking over their shoulder to make sure they do things right or catch them doing something wrong.
- 7. Listen. Listen. Listen.**
Do you do most of the talking? Employees often report that conversations are one way, comprised mostly of their ideas being criticized. They don't feel they are heard. The best gift you can give someone is to hear them out. They may even have ideas you haven't thought of before.
- 8. Be interested in the employees' career development.**
Meet with employees and discover their goals and their wants. Employees often report that their goals are not viewed as important in the organization. In fact, unclear goals and lack of feedback for their manager are two of the biggest complaints employees have.
- 9. Let the employees help you achieve success.**
Are you doing it all yourself? Employees often report that their managers do all the tasks and they have no way to make contributions. Look for opportunities to delegate and enhance your employees' career development at the same time. Employees need to feel wanted, needed and appreciated.
- 10. Be a coach.**
The best way to empower employees is not to manage them. Coach them to success. This is a process of listening, developing their skills and providing them specific feedback to meet higher standards. Employees often report feeling like children rather than being on the same team with their bosses. Be their coach and lead the team to success!

Submitted by Terri Levine, Professional and Personal Coach,. Copyright 1997-2003 by Coach U

Wish you were a better manager of people were getting better results, or were accomplishing elusive goals, but you are drowning in tasks and meetings. Perhaps it's time you:

- ❖ *Hired a (personal) Executive Coach to help you accomplish your really key goals;*
- ❖ *Asked your peers and subordinated for feedback so you can see what others see;*
- ❖ *Measured the satisfaction level of your organization or company in critical areas such as communication, management style, job satisfaction, benefits, company vision, mission & values.*
- ❖ *Evaluated the needs of your subordinates in terms of your tie coaching them.*

Call – we may be able to help you. Joe McKenna 816-943-0868