

Personnel Notes

"How to Hire & Keep the BEST Employees" by Barbara Voss

We have all considered the term "management style." But have you thought about your "hiring style" lately?

Managers tend to hire employees who match their own style of management. You may think that means that you will hire people just like yourself, but that's not always the case.

PERSONALITY DESCRIPTION

To analyze your hiring style, think first about yourself. Managers and company owners typically have personalities that get the job done. If you are a dominant-driver type of manager you will see the following in yourself:

- You like causing action and getting results quickly.
- You like having authority and accepting challenges.
- You solve problems by using techniques based on practical experience.

What more could any manager possibly need?

DEVELOPING A TEAM OF GOOD EMPLOYEES

You no doubt see yourself as being tough-minded, thorough, decisive and efficient! You could hire people exactly like yourself, but there is probably only room in your company for one of you! More than likely you are hiring people to complement your style rather than match it. This is probably your best course of action.

There are ways for a dynamic leader to hire—and keep—good employees. You will want to hire coworkers and employees who bring different types of attributes to the table. A dominant-driver type manager needs coworkers and employees who offer balance with these qualities:

- They calculate the risks by weighing the pros and cons.
- They deliberate decisions by researching the facts.
- They recognize the needs of others in pursuing a goal.

If you learn to surround yourself with people who complement your style, you will be far more successful than just hiring based on skill or personality alone. But now the challenge of

developing a team really starts.

DEVELOPING A TEAM

Isn't it a dichotomy to ask a person who likes making fast decisions to hire a person who likes to deliberate? Yes. And that's the challenge. Remember, in general, you will hire people who are like you or complement you. If you like to control, you will hire people who need to be controlled. If you want them to make decisions on their own, they can't. You hired them to control them in the first place!

If you are having trouble maintaining a good team, the answer lies in analyzing and developing your own management style. Start recognizing the work styles of each of your employees. They will excel in the areas they are most suited for. Then learn what actually motivates each person on your team. What motivates you—challenge, goal-setting, advancement, success—might not be the answer to motivating another employee. The answer may be as simple as offering better benefits or Friday afternoons off.

The bottom line is this: Hire an employee based on skills, personality and willingness to work. Keep good employees by developing an atmosphere where they will feel motivated by their surroundings and want to be and do their best.

Barbara Voss works for HRIC and will be contributing a monthly article on employment issues.

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