

## Square Hole, Round Peg



In 2001, bestselling author Jim Collins released his study of 1,435 top performing companies in his business classic, *Good to Great*. Collins and his team of 21 researchers found that the first step in taking an organization from good to great was to get “the right people on the bus, and the wrong people off the bus.” More than a decade later you would be hard-pressed to find any executive to disagree with that statement.

Having the “right people on the bus” begins with effective hiring practices.

How do you know that you have the right person? According to *Topgrading* expert Bradford Smart, only about one in four people organizations hire turn out to be an “A-Player.” At the same time, an equal number of “C-Players” are hired by those same organizations. To improve their chances of hiring successfully, many organizations have instituted recruitment and evaluation tools such as behavioral interviewing and pre-employment assessment.

## High Price for Bad Hires

If your firm is like most, your highest costs are your direct and indirect labor costs.

So what does it cost your organization each time it makes a poor hiring decision? Consider what the experts say:

- 2.5 times annual salary (Right Management of Philadelphia)
- 3 times annual salary (WSJ)
- 25 times annual salary (Bradford Smart, author of *Topgrading*)

Some of the specific and measurable costs of bad hire and poor promotion decisions cited by Right Management, Caliper and others were:

- Paying the wrong employee’s salary, benefits, and bonuses.
- The recruitment and training costs to replace them.
- Damage done to the company’s reputation, employee morale, and customer satisfaction.
- Severance costs.
- Lost productivity with the wrong individual and in bringing their replacement up to speed.
- The time your managers spend trying to fix the problems caused by having the wrong person.

Chris Young, founder of the Rainmaker Group, writes, “A Harvard University study reports that 80% of employee

turnover can be attributed to mistakes made during the hiring process. The implications of this are huge: up to 80% of your turnover can be blamed on hiring mistakes. The problem lies in the employee selection process. Simply put the wrong people are being hired for the wrong jobs.

A Michigan State University indicates that traditional hiring techniques – résumé reviews, interviews, and reference checks only provide a 14% likelihood of a successful job hire. ONLY 14%!!! Your odds of winning a hand at Blackjack are significantly better at around 40%. If you rely only on traditional hiring practices you are truly gambling with the future success of your organization due to hiring mistakes.”

So how does your organization ensure that your hiring practices assure a consistent right fit for the people you hire? You need a holistic approach to fit all the pieces together correctly.





## Talent Acquisition Made Simple<sup>SM</sup> - A Holistic Solution Exclusively from Boyer Management Group



While many different approaches have been utilized to improve hiring, no single approach has been proven to be the silver bullet to assure getting the right people into the right seats on your organization's bus. Rather, it is a *series of best practices* combined in a holistic approach that will drastically improve your firm's hiring and onboarding.

We'll begin by performing a thorough gap analysis between your organization's current practices and our TAMS<sup>SM</sup> set of best practices. Where changes are warranted, we'll design a program just right for you without disrupting your organization. We'll help you implement the new approaches, including training all stakeholders. And since best practices are continuing to evolve through the effective use of technologies and innovation, we'll help you stay ahead of the curve. Our unique approach utilizes many proprietary processes.

## Set Your Talent Free

The bottom 20% of your employees produce 80% of your organization's problems. This is where your management team spends much of its time, trying to get out of the "C-Player" what was never there in the first place! By bringing the right people on staff, you set your leaders free to focus on driving current and future growth.

And what about all the rules and processes you've put in place to 'manage' your bottom 20%? Some of the rules designed to limit the damage the wrong people on the bus can do actually restrict your top producers from achieving even more. When you have the right people in the right seats on the bus, you don't need the restrictive and bureaucratic rule and processes in place. Call BMG today and set your talent free!

For more than a decade, Boyer Management Group has worked with businesses and organizations to help them get the very best out of their people, and with senior managers to improve their effectiveness.

**A better solution is just a phone call or email away!** If you're ready to improve to overall effectiveness of your organization's staffing and onboarding processes, please email us today at [hank@boyermanagement.com](mailto:hank@boyermanagement.com) or call us at **215-942-0982**.

*Talent Acquisition Made Simple<sup>SM</sup> is a service mark of Boyer Management Group*



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