

## SELECTING THE RIGHT PEOPLE TAKES MORE THAN A GUT FEELING

American corporations face a severe shortage of talented workers. Generation X isn't large enough to fill the growing gap left by Baby Boomers exiting the workforce. Studies show that there may soon be as many as 100,000 more jobs available than suitable candidates to fill them. This divergence puts greater emphasis than ever on the need to select, hire, develop, and retain the best people for your company.

### IT TAKES A STRATEGY

With the cost of hiring the wrong person growing higher every day, you need more than a selection program. You need a selection strategy. Milestones, Inc. recommends a strategy built on three equally important steps:

1. Effective interviews of the candidates by selected decision makers, including key executives and team leaders

2. Careful review of the candidates' backgrounds and skills

3. Use of professional assessment tools that objectively measure candidates' strengths, tendencies, behaviors, underlying drivers, and thinking patterns

**"WILL EMPLOYEES PERFORM?"  
IS MORE IMPORTANT THAN  
"CAN EMPLOYEES PERFORM?"**

The most difficult factor to evaluate is "Will the candidate do the job?" Each interviewer brings biases to assessing an individual's strengths and weaknesses. A veteran team leader, for example, may think that an individual of lesser experience cannot possibly possess the core attributes necessary to do a job, regardless of the candidate's abilities. This may lead to rejection of a suitable candidate, especially since the interviewer may not be aware of his or her bias.

With the trend towards multiple interviews and interviewers (each with his or her own biases) the potential for flaws in the selection process grows exponentially. The use of objective assessment tools has therefore become paramount. The Attribute Index™ is the newest assessment tool developed to quantitatively measure a candidate's abilities in over 80 business-related criteria. More sophisticated than a personality test, the index can help predict how a candidate will perform in a given job situation.

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Milestones consultants are being certified in the Attribute Index™ tool that clients will use in selecting new hires. It measures "Will the candidate do the job?" Brett and Madelon Miles were certified in February in Knoxville, TN.



To increase collaboration and performance in our clients' workplaces, Milestones is incorporating Appreciative Inquiry (AI) into its coaching, facilitation, consulting, and management development. AI holds organizations to be affir-

mative systems and leads to organizational learning and creativity. AI, used by the US Navy, Avon and many others, seeks what is right in organizations. Madelon participated in a 4-day Appreciative Inquiry Foundational Workshop led by Jane Watkins, an AI founder and one of the country's leading AI practitioners.

In February, Brett was on the team that facilitated an 8-day leadership/emotional intelligence program. The program produces significant shifts in participants' awareness, acceptance, and confidence in themselves.



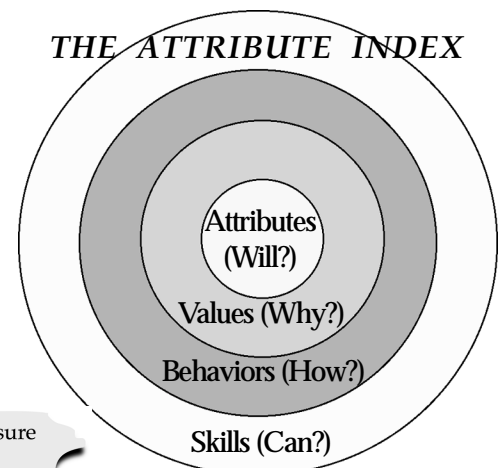
### Milestones Performance Management System

1. Assess
2. Recommend
3. Implement
4. Reinforce

### Services

- Coaching
- Team Building
- Strategic Planning
- Sales Management Consulting
- Training in
  - Leadership
  - Communication
  - Customer Service
  - Sales

### THE ATTRIBUTE INDEX



**mile-stone** \ mī(ə)l -stōn \ 1: a stone set to measure distance, indicating progress toward desired goals.

# Milestones, Inc.

Developing individuals and organizations one milestone at a time

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## Selecting the Right People...

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The Attribute Index is particularly helpful in assessing candidates for positions in management, customer service, sales, and sales management. Milestones, Inc. has already employed this tool to excellent effect for clients in the financial services and entertainment industries.

To select the best candidates, Milestones will help facilitate your company's strategy by assessing the following factors:

- \* Will the candidate do the job?  
*Attribute Index Tool*
- \* Why will the candidate want to do the job? *Attitudes and Values*
- \* How will the candidate perform in the job? *Behavioral Styles*
- \* Can the candidate do the job?  
*Skills*

As Jim Collins writes in his book *Good to Great*, it's not just people that make the difference, it's the right people. With rivalry for top talent growing fiercer every day, you need to develop a selection strategy that keeps your company competitive.

Milestones, Inc. has the knowledge and experience with the newest assessment trends and tools to help you ensure that your selection strategy stays on the cutting edge. We are the only consultants in Southern California south of Santa

## ARE ASSESSMENT TOOLS LEGAL?

Employers are rightfully concerned about maintaining hiring practices in conformity with Equal Employment Opportunity Commission (EEOC) regulations against discrimination based on protected statuses such as gender, race, and religion. As an objective tool, the Attribute Index has high validity and reliability. For a free EEOC informational pamphlet on this topic, please go to [www.milestonesinc.com](http://www.milestonesinc.com) and click on *Testing and Assessment: An Employee's Guide to Good Practices*.

Barbara certified on some of the most effective new tools. Complement your head and

your heart with Milestones' objective analysis to put the right people on your team.

Coach's

Clipboard

## Let Another Perspective Exist and Have Merit

Perspective is everything when it comes to coaching. Your perspective is guaranteed to differ from that of others. Why? Your history, beliefs, experiences, education, and associated meanings to things are unique.

Allowing for others' perspectives is the art and challenge of outstanding coaching. It doesn't mean you have to see from their point of view, which can be nearly impossible. It means letting another perspective exist and have merit. This is not as easy as it sounds. Try it.

**EXAMPLE** Let's say your employee or a family member wants to review a document one more time to make sure that all the i's are dotted and the t's crossed, but you feel the document should go out as is, with no further investment of time. What happens if you resist and argue your point of view? What happens if, instead, you allow yourself to be open to the other perspective? Two results are possible: entrenchment, or, possibly, a stronger document. By exploring others' points of view, our own often shifts or is at least informed in a way that can shed valuable light on actions.

**TIP** Coach by being conscious of perspectives and allowing for other points of view. You will experience greater ease and increase the options for dialogue, understanding, and agreement. It works great with children too!

*Coaches help athletes achieve top performance. Today, more and more managers and professionals rely on coaching skills to get top performance from their teams. In each issue, the Coach's Clipboard brings you valuable coaching insights.*

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