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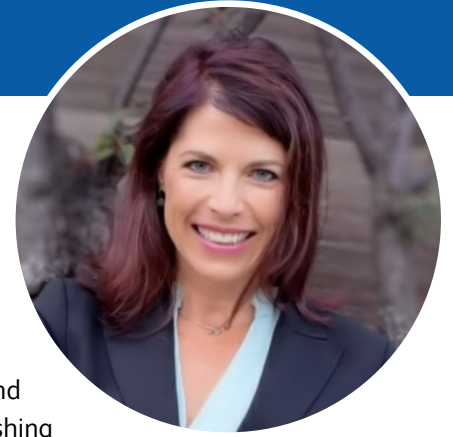
Talent Integration Problem

*Why Many Companies Hiring Retention
is Rate Less Than 50 Percent*

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*Helping
executives and
entrepreneurs
achieve results
through a
people-centered
approach*

Who Am I and Why Can You Trust Me?

I am Sara LaForest, an entrepreneur, consultant, coach, instructor, and author with comprehensive experience in the private, nonprofit, education, and government sectors.

I am on a mission to empower entrepreneurs, executives and leaders to grow their businesses and help them create flourishing workplace environments. If you share this mission, these articles will introduce my approach. I believe you will find them helpful and pragmatic.

For more than a decade, I have grown, managed, and nurtured my own companies specializing in leadership consulting, organizational development, and executive and performance coaching. My focus is on the critical—yet often overlooked—interdependencies of strategy, branding, culture, and talent necessary to foster and propel growth. My high-touch, personalized approach helps leaders improve company performance and team functioning at all levels, while facilitating a positive and productive workplace culture.

How am I different? What new perspective do I bring? My strength is combining company growth with an emphasis on the personal growth and well-being of the people with whom I work and serve. My deep-rooted commitment to human advancement is my advantage.

This article, along with many other national and international published works, was co-written with my retired partner, Tony Kubica. Our book, *Organizational Gravity: A Guide to Strategically Growing Your Company's Brand, Culture, and Talent*, is available on [Amazon](#).

To learn more about my services, publications, and speaking engagements, please visit [LaForestConsulting.com](#). You can contact me directly at Sara@LaForestConsulting.com or via [LinkedIn](#).

*Improving
Performance*

*Navigating
Transitions*

*Accelerating
Results*

The hiring retention success rate is disheartening; with some studies reporting a rate lower than 50%. Through more than 50 years of combined experience in helping organizations improve their business performance, we have found three reasons why most companies and organizations fail to hire and retain top talent.

The First Reason Why Most Companies Hiring Retention Rate is Less Than 50%

In the movie "Field of Dreams", Ray Kinsella (played by Kevin Costner) hears a voice as he walks through his cornfield—"if you build it, he will come". Over the years it has since become part of our lexicon of misused quotes. It has even seeped into the talent integration and talent management world.

Many CEOs, executives, managers and HR directors believe if you hire them (or promote your employees) they will win. Well, to use another well-known phrase—"not exactly".

Why would you believe that hiring or promoting employees into a new job or position will result in immediate success?

The Second Reason Why Most Companies Retention Rate is Less Than 50%

Many executives, managers and HR managers fail to currently assess and plan out completely:

- The job requirements and what really needs to be done
- What skills, behaviors and attitudes are required for success now
- What role adaptation is anticipated for the future

If you fail to map out exactly what you are looking for as well as the position you are hiring for - you might as well spend your money on a trip to Las Vegas to roll the dice! The chance of winning is about the same - or maybe slightly better in Vegas (and likely you will have more fun).

The Third Reason Why Most Companies Retention Rate is Less Than 50%

Most companies are still hiring candidates using the standard elements:

- An application
- A resume
- An interview (or two, potentially including a panel)
- Perhaps a background check
- And, references (often a minimal route exercise verses a thorough and meaningful vetting process)

However, these really only tell you only what the candidate wants you to know. Meaning, good creative writing and strong impression management skills do not necessarily equal the most suitable candidate for the position or your organization. Just because candidates can report experience and expertise on a resume does not mean they have the personality and character attributes to do the job and it doesn't mean that they are the right fit for your company.

For example, we saw one of our clients hire a unit director who was charged with turning around

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an under-performing department. He appeared to be well-qualified, and coming from a department that recently had undergone a very successful turnaround. (He was the assistant director.)

But, once promoted to the key decision maker of the unit, he floundered in the new job. One of the reasons is that he was too empathetic and had a very high-interpersonal sensitivity toward others. Simply, he did not do well in making the tough people decisions. Nowhere on the resume, during the interview, nor with the hand-picked references did this come out.

To Integrate Your New or Promoted Talent Effectively, You Need to Start Considering the “Talent Integration Potential”

This means, you need to look specifically to how a candidate fits the prospective role and how suitable the candidate is to your organization. Just as you cannot fit a square peg in a round hole (without damage), you cannot make successful a person who does not have the basic ingredients for success *in the job you need done*.

This does not mean the person cannot be successful. It just means they cannot likely be as successful in a particular job or perhaps even in your organization.

So, how can you know?

4 Ways to Determine If a Candidate is a Fit For the New Role & For Your Organization

1. Use behaviorally-based interview questions that probe their history of actions and outcomes respectively
2. Include some culture-based questions to help you determine values and motivators as compared to company values and attributes
3. Include/give them time for a scenario based problem to work and resolve and report back on
4. Have top candidates complete personality-based and job performance indicators that measure a candidate's potential for success in different business environments and roles. (Though such an assessment should never be used as the sole criteria for selection. As part of a selection set, it can be an invaluable tool to avoid hiring the wrong candidate for the job.) It can also be used as a tool to support and coach the new employee in areas that need to be addressed to ensure a fast and effective integration into a new job and organization.

To start increasing your top employee retention rate, start by changing your thinking from “if you hire them or promote them – they will win” to “if I hire the right talent for the job, they will win.” Start following advise and by taking action on the items listed in this article – along with learning more information we share in our free Talent Integration white paper at:

<http://www.kubicalaforestconsulting.com/resources.php>