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Talent Wars: 6 Success Factors for Ensuring Culture Fit
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In today's ultra-competitive talent market, it is critical for organizations to recruit and hire top candidates that quickly become high performers. An effective selection process identifies the most relevant personality characteristics and cognitive abilities of each candidate enabling companies to make better hiring decisions. But how do you differentiate between two (or more) qualified candidates?

Ideally, the selection criteria not only should include vital personality information, but should also include the degree of fit between a candidate's personality and a set of success factors mapped to highly functioning team members in a similar organizational role. Most management-consulting firms providing psychological selection assessments do not match candidates to specific success factors of the hiring organization.

Working in partnership with our clients, Roselle Leadership Strategies, Inc. (RLSI) sets out to determine the success factors within our assessment process that consistently lead to better selection decisions for each unique client.

EXAMPLE

For instance, for one of our clients - a mid-sized, Twin Cities-based retail organization with national scope - we performed an analysis starting with 44 incumbent store managers for whom RLSI had assessed using an identical pre-hire methodology.

To examine the data, we used a correlation analysis, which describes the strength and direction of a linear relationship between two random variables. In this project, the variables were assessment factors from personality and abilities tests, and the rating of store manager performance as either A, B or C. Our goal was to determine which factors of our assessment process related significantly to future manager performance.

Not only were we seeking the strength of the relationship, we also were interested in the direction of the relationship. For example, we wanted to know not only if flexibility was significantly correlated with performance, we also needed to find out whether it was high or low flexibility that led to high performance as a manager.

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RESULTS

Starting with an original list of 13 variables that either correlated significantly with performance or approached significance we discovered the store managers with the highest scores in the following areas were also the most likely to be "A" players:

The Top 6 Success Factors

1. Intuitive, big picture thinking, comfort with abstract concepts, able to generate hypotheses about how things could work and employ original approaches to solve problems

2. Direct, straightforward and honest in communication, asking questions to clarify meaning without being afraid of hurting someone's feelings

3. Flexible, adaptable and attracted to variety and change; can quickly shift plans and create new ones

4. Open to other ideas, perspectives and beliefs

5. Confident in their own cognitive abilities and the capacity to think through and solve problems

6. Comfortable with numbers and mathematical sequences

CONCLUSION

These results gave our client a clear advantage in the competition to select the right talent. RLSI helped to ensure that this client would consistently enjoy improved hiring decisions by looking for candidates possessing the 6 Success Factors most directly correlated to high performance. Because they are now consistently selecting managers who have the makeup to become high performers, the company has discovered they are spending less time, energy and money struggling to improve manager performance, or replacing failing managers.

With this type of measurably increased accuracy, we can help any organization pick high potential individuals most likely to be successful in a particular position. How can you be sure you have identified the factors that correlate with high performance in your company?

Let us help you find your Top Success Factors, and provide your company with a competitive advantage, too.

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