

# Finding Potential

Self-Selection: Making Better Recruitment Decisions



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# Connect

## Purpose of the Workbook

The Connect Questionnaire has been designed to help individuals make more informed career choices, based on better insight into the factors that are most important for them to feel engaged in their job and committed to an organisation.

This includes supporting organisations to help candidates make more informed choices about whether or not to join their organisation. Connect **has not been designed as a decision making tool for organisations**. Instead, this workbook has been created to enable organisations to facilitate conversations late on in the recruitment process, i.e. once they have identified who the best candidate(s) are, to enable candidates to make better choices for themselves.

**Please note:** The model of engagement outlined in this report is the cornerstone of great{with}talent's products and services that measure levels of engagement and intention to leave within organisations. See [www.greatwithtalent.com](http://www.greatwithtalent.com) for more information.

## Why use Connect

At face value, organisations might feel that using Connect runs the risk of losing good quality candidates, i.e. the conversations highlight that they are unlikely to have their expectations of the job or organisation met, and as result they decide not to accept your job offer.

However the reality is that candidates are already self-selecting, but often this occurs once they have joined the organisation – 1 in 4 new starters in the UK leave their new job within 6 months, with 1 in 3 leaving within the first 14 months.

The benefit to organisations, therefore, is that by facilitating these engagement conversations during the recruitment process organisations, have the opportunity to help individuals self-select **before** joining the organisation. These conversations will either encourage talent to join (knowing that their expectations are likely to met) or decide that the opportunity is not right for them (allowing the organisation to massively reduce the associated costs of early resignations, as well as removing the huge disruption this inevitably brings).

## Who can we use Connect with?

Connect may be valuable in helping you facilitate conversations with individuals:

- Late on in the recruitment process once the best candidate(s) have been identified by the organisation
- Considering an internal move, e.g. a promotion, a complete change in role or function, or moving to a new location.

This workbook should be used in conjunction with the individual's Connect report, which you should read through before using this workbook.

## Engagement Profile

Research has identified **14 core** areas that drive people's engagement in a job and commitment to an organisation – which in turn are key factors in driving their ability to perform to their potential and how long they stay at an organisation.

Individuals' responses to the Connect Questionnaire are captured against these 14 core areas in their Engagement Profile. The 14 areas have been grouped into five overall aspects of engagement:

### **Job**

The individual feels engaged if the work is interesting and important to them, when they feel they are being stretched and developed, and have freedom in deciding how to do their job.

### **People**

The individual feels engaged if they have good working relationships with colleagues who support and respect them, and when they have an inspiring manager to work for.

### **Transaction**

The individual feels committed if they are rewarded fairly for their contributions, have opportunities to progress within the organisation and feel their career progression is taken seriously, and that the organisation acts in the interest of its employees.

### **Organisation**

The individual feels engaged when the organisation is successful and has a strong future, it has clearly defined ethical principles that it lives, they feel personally connected to the organisation's vision and values, and when they are kept informed of key organisational decisions.

## Environment

The individual feels engaged if their working environment is comfortable, when they have the necessary equipment to get their job done, and where they have manageable workloads that do not constrict their work-life balance.

## Positioning why you are using Connect

If you are to facilitate an open and meaningful conversation with individuals, it is crucial that Connect is positioned correctly. You need to ensure candidates have an understanding of, and trust in, the tool and the process. We would suggest that this includes:

### Prior to use

In administering the questionnaire, make sure the individual knows:

- The purpose of using FindingPotential is to help **them**, the candidate, to think about what is important for them to feel engaged in a job and committed to an organisation
- Neither their responses to the questionnaire nor the subsequent discussion will be used in any way to inform the organisation's recruitment decision.

### During the discussion

Before starting the discussion, it is worth sharing the following:

- Reiterate that the purpose of the discussion is to help them **self-select** about whether this really is a suitable role, and that the discussion will **not** be used in any way to inform the organisation's recruitment decision
- That the discussion needs to be two-way and open if it is to be of real value
- Where there may be less of a 'fit' between what is important to them and the reality of the organisation, what can be done to work around this? E.g. by over emphasising some of the other areas that are very important to them
- That you would encourage them to go away and reflect on the conversation before making any decision, but agree a point by which they will come back to you

**Tip:** Keep the style informal so that it doesn't feel like an interview.

## Exploring the Connect Engagement Profile

This section sets out some ideas in relation to shaping the conversation and some example questions to help you explore the individual's Connect responses with them.

## General Overview

### *Which of the overall five aspects is most important to them?*

Start with the main aspect that is most towards the right hand side? If two aspects are very close, ask which is more important to them.

### *Things to explore*

- Why this aspect is so important to them

### *Things to share*

- The organisational reality in relation to these one or two aspects
- Any wider evidence that relates to this aspect and you feel would help inform them (e.g. from employee surveys, salary benchmarking, etc)?

**Tip:** Be completely transparent about these realities – this is about giving the individual as real a picture of working at your organisation as possible.

## Engagement Factors

Page four of the Connect report captures the factors the individual has highlighted as being either Very Important and/or Important. The following section provides some guidance to help you shape the conversation.

### Checking for agreement

Before exploring some of the specific details, it is worth confirming with the individual that they agree with the levels of importance they attached to the different factors when completing the questionnaire.

- Does anything surprise them about the two lists, e.g. is an area reported more/less important than you would have thought, is something missing?
- Are there any areas that he/she **really** doesn't see as Very Important but are in the list?
  - If yes, what is it that makes these areas so important to them?
- In the unlikely event that he/she has no areas under Very Important or Important, this means you rated all the areas as being at best moderately important
  - Get him/her to look at the 14 areas, which three would he/she rank as relatively the most important to making him/her feel engaged?
- Are there any factors that are **not covered** within Engaged that he/she sees as important drivers to making him/her feel committed and engaged?

**Tip:** If the individual has rated a lot of the areas as Very Important and/or Important, it might be worth asking them to rank these in order of relative priority to them.

## Exploring the 14 areas

This section sets out a range of questions in relation to each of the 14 areas of Connect. They have been created to help you explore in more detail with the individual what really drives his/her engagement and commitment.

The questions under each of the 14 areas relate either to engagement in the actual job or commitment to an organisation. We have provided a broad range of questions under each area, not all of which will be helpful in your conversation.

**Tip:** We would recommend that you focus primarily on the most relevant questions that relate to their *Very Important* and *Important* areas.

## Shaping the conversation

- **Tip:** Start by asking them to describe a great day at work
- Which areas of their Connect Engagement Profile feature particularly strongly?
- What does this tell them/reinforce for them about what they need to feel really engaged?

# Job

The individual feels engaged if the work is interesting and important to them, when they feel they are being stretched and developed, and have freedom in deciding how to do their job.

## Personal Growth

*A job that identifies and supports my development needs and stretches my capabilities.*

### Questions relating to the job

- What will he/she find stretching in the new role?
- What new skills will they have to learn in the new role?
- To what extent will he/she need to change his/her skills and approach to do the new job?

### Things to share about your organisation's reality

- The level of support and development they will be given in the first year

- How much time and resource your organisation invests in each individual's development (**Tip:** See how this compares with where they are currently)
- The support he/she will be offered early in your new role, e.g. mentoring, a buddy, line manager coaching, specific training programmes

## Job Satisfaction

*An interesting and enjoyable job, which I consider to be important.*

### Questions relating to the job

- What aspects of the job will they find particularly interesting/will not interest them?
  - Do they feel their first answer outweighs their second answer? If no, they are unlikely to find the role particularly fulfilling

### Things to share about your organisation's reality

- How the role contributes to organisational performance
- How individual performance is linked to organisational performance
- How the role is **really** valued within the organisation

## Independence

*Freedom to organise my work and set my own targets. Scope to try new ways of doing things.*

### Questions relating to job

- What level of independence are they looking for? How would they describe this?

### Things to share about your organisation's reality

- The culture of the organisation, and different sub-cultures around the organisation, e.g. is it more entrepreneurial (i.e. just do it) or more 'command and control' (i.e. strong top down decision making)?
- The scope they are likely to have in the new role for setting your own goals?
- How clearly defined is the job role, i.e. very defined or needs scoping and defining by the new person?

# People

The individual feels engaged if you have good working relationships with colleagues who support and respect them, and when they have an inspiring manager to work for.

## Cooperation

*Supportive relationships, a team atmosphere, respect between colleagues.*

### Questions relating to the job

- What does cooperation really look like to him/her
- What kind of people do they enjoy working with
  - How likely is this to be met in the new function/organisation?
- Are there any particular people they want to work with?
  - How realistic will it be for them to work with these people?

### Things to share about your organisation's reality

- How much time the role will require him/her to work on their own
  - How does he/she feel about this?
  - What is the demographic of the office they will work out of, e.g. if largely sales or consultants it may be empty much of the time
- A high level profile of the people your organisation typically recruits, e.g. interests/ values/ backgrounds?
- How siloed is the organisational culture?
- The proportion of performance measured at an individual level and the percentage based on collective performance

## Vertical Relationship

*An approachable, motivational manager who provides regular feedback and acts as a role model.*

### Questions relating to the job

- Has he/she met with his/her potential line manager yet?
  - What feedback do they have about them?
- How much time and support do they want from their new line manager?
  - Share: how many other people report to him/her, and thus the likelihood of them receiving this level of support

### Things to share about your organisation's reality

- Where will his/her line manager be based, e.g. the same or a different location, the same or different time zone?
- How seriously your organisation takes management development – remember be honest!
- What your organisation expects from its line manager population in terms of frequency of formal 1 to 1 catch ups, performance reviews, development conversations, etc?

## Transaction

The individual feels committed if they are rewarded fairly for their contributions, have opportunities to progress within the organisation and feel their career progression is taken seriously, and that the organisation acts in the interest of its employees.

## Reward and Recognition

*I am rewarded fairly for my effort. The reward and recognition culture is based on performance and is competitive in the wider market place.*

### Questions relating to the job

- What are they hoping to gain in terms of bonus, etc in their first year?

### Things to share about your organisation's reality

- The pay scales for the job level he/she is joining at, i.e. how much potential is there for a pay increase?
- How and when his/her performance will be assessed
  - To what extent do pay increases and bonuses differ for different performance levels, i.e. is high performance rewarded considerably better than average performance?
- Any benchmarking on salary you have, i.e. how you compare to other organisations?
- When is the bonus actually paid?
  - Are there any particular eligibility rules about the bonus that they need to know about, e.g. not paid whilst serving your probation period or if he/she starts part way through a bonus period?

## Career Progression

*Clearly defined opportunities to advance quickly through the organisation. A sense my career progression is taken seriously.*

### Questions relating to the job

- What are his/her career aspirations for the next 3 to 5 years?
- How quickly are they hoping to be promoted to the next level?
- How long do they need to have been in post to have opportunities to be promoted/move into a new role?

### Things to share about your organisation's reality

- The criteria for promotion from the current role, and if there are restrictions on when they can be promoted
- How long does it **typically** take to reach the level he/she is aspiring to from the position they will come in at, i.e. how realistic is his/her goal?
- Your organisation's policy/attitude regarding promoting from within vs. recruiting in new talent
- How your organisation encourages and supports career progression (e.g. career paths, development support, formal training aimed at future capability)

## Loyalty & Trust

*The organisation acts in the interest of its employees and delivers on promises that are made.*

### Questions relating to the job

- How does he/she see loyalty and trust between an employee and an organisation, i.e. what are his/her expectations of the organisation?
- Why is it important for him/her to feel loyalty to an organisation?
  - What helps him/her feel loyal towards an organisation/function?

### Things to share about your organisation's reality

- What is your organisation's track record of keeping promises?
  - What is the feedback in your latest employee survey?
- How you would describe the relationship between management and staff
- What is the organisation's wider reputation?

## Organisation

The individual feels engaged when the organisation is successful and has a strong future, it has clearly defined ethical principles that it lives, they feel personally connected to the organisation's vision and values, and when they are kept informed of key organisational decisions.

## Organisational Confidence

*Working for a successful organisation that is well led, has good people and a strong future.*

### Questions relating to the job

- How does he/she view the organisation?
  - How positive do they feel about your organisation's future?
- What level of interaction with senior management do they expect to have?

### Things to share about your organisation's reality

- The calibre/reputation of the people your organisation typically recruits, and specifically those he/she will be working with or who will be in his/her team?
- What analysts are saying about the future of your organisation
  - What are the predictions for the market sector which the organisation works in?
  - What is the senior team's reputation?
  -

## Ethical Standards

*Belief in the purpose and ethical principles of the organisation. Working for an organisation that promotes diversity and equal opportunities.*

### Questions relating to the job

- Does he/she have any concerns about the ethical nature of the work your organisation undertakes or the customers/clients he/she will have to work with?
- Check his/her understanding of your organisation's purpose, i.e. why it exists?
  - To what extent does he/she relate to this purpose?

### Things to share about your organisation's reality

- Your organisation's commitment to corporate social responsibility?
  - Explain how individuals can contribute to this
- Your organisation's reputation/status as an equal opportunities employer?

## Belonging

*Belief in the organisation's mission, vision and values. A sense of belonging and pride in working for the organisation.*

### Questions relating to the job

- How connected does he/she feel to your organisation's vision for the future?
- How does he/she see this job as relating to the overall vision and mission?
- What are his/her personal values, how do they align with your organisation's values?
- What needs to exist to make him/her feel proud to work for an organisation?
  - What do they think will make them proud to work for your organisation?

### Things to share about your organisation's reality

- If they don't know them, share your organisation's vision, mission and values
  - To what extent does your organisation live these?

## Communications

*Having a clear sense of the direction in which the organisation is heading, and understanding the rationale of the key decisions being made.*

### Questions relating to the job

- Who will you be reporting in to, i.e. what access to information are you likely to have?

### Things to share about your organisation's reality

- How information is shared within the organisation, e.g., your different organisational communication channels (downwards, upwards and across departments)?
- How your organisation provides updates on strategy, current performance and key decisions
  - What meeting structure exists to support this?
  - How dependent is corporate communication on email and the intranet?

## Environment

The individual feels engaged if their working environment is comfortable, when they have the necessary equipment to get their job done, and where they have manageable workloads that do not constrict their work-life balance.

## Well-Being

*Maintaining a work-life balance, having manageable workloads which do not cause me to feel stressed or overloaded.*

### Questions relating to the job

- Are there any particular needs/wants that they have in relation to work:life balance?
  - This might include child care, health, religion, etc

### Things to share about your organisation's reality

- The extent to which a presenteeism culture exists in the organisation, i.e. in reality how important is being seen around the office to subsequent pay increases/bonuses/promotions?
- What are the real hours he/she is likely to have to work?
  - What time do people typically start and finish work?
  - What level of working weekends and evenings is expected?
  - Any particular peak periods that will create pressure for him/her
- What flexibility is there around their work, e.g. in terms of where and when they work?
- Any anomalies around working hours/holiday, e.g. having to work over Christmas or very long hours every month/quarter end
- Any support your organisation offers, e.g. well-being schemes, employee assistance programme

## Working Conditions

*Comfortable working environment with good facilities, and reliable and effective equipment.*

### Questions relating to the job

- What are his/her expectations in relation to their working environment?
  - Share: What the offices are actually like where he/she will be based
  - Check if he/she has actually walked round and got a feel for the office

### Things to share about your organisation's reality

- The equipment you will provide him/her with?
- What your organisation's infrastructure is like
- The facilities provided by your organisation

## Closing the Conversation

Summarise your understanding of the key conversation points, and check for their understanding and feelings.

### What can we do where big differences exist?

In relation to any of the areas above, if there are clear gaps between what the individual wants/expects and the reality of your organisation the following may help:

- How does he/she feel about the gap, e.g. is it insurmountable?
- What 'work around' options are there in relation to a specific area?
- To what extent could over emphasis of another Very Important area make up for a gap in another, e.g. if career progression is limited over the next couple of years, can this be balanced by greater investment in their personal development?

## Next Steps

This section includes a number of thoughts about what needs to happen to help the individual make a decision, either way, about the job:

- Ask the individual how useful the conversation has been, and if they have any additional questions or thoughts at this stage.
  - Who else do they need to speak to?
  - What other information do they need?
- Ask them to go away and reflect on your conversation and then let you know if they have any further questions or thoughts. It might help their thinking if you give them a copy of the FindingPotential workbook "*How to make better career choices*" which can be downloaded from the FindingPotential website [www.findingpotential.com/workbooks](http://www.findingpotential.com/workbooks)
- Confirm if there is anything you need to come back to them on, e.g. in relation to the questions in *What can we do where big differences exist?*, and by when
- Agree when the two of you will next speak and what the purpose of that conversation will be, e.g. for him/her to give you his/her decision, to check-in, etc.