

Hiring... For A Perfect Fit
www.xbcoaching.com

Hiring... For A Perfect Fit

by Kathi Graham-Leviss © 2001
www.xbcoaching.com

An e-book for those leaders responsible for hiring and placing
new employees effectively within the organization.

Introduction

In today's ever-volatile workplace, we see an increasing need to hire and place new employees with greater effectiveness than before. There are no longer time or budget allowances that give us the flexibility to interview and hire other employees if the first person does not work out as planned. What this means is our plan must work right the first time.

What that would entail is understanding how the potential employee thinks, acts, is motivated and functions under stress. An impossible task? No!

It begins with talent. Obviously, you want to hire (and retain) those who bring the most and best talent to your team. Here you will find the information and tools you need in order to hire those talented individuals who are also behaviorally and characteristically a "perfect fit" with your organization.

With the information contained in this e-book, you will have the tools to hire employees to fill some of the most common positions in your organization. You will be able to do so effectively, with greater assurance that the employee will function well in his/her new role, and with a better understanding of that employee's loyalty/longevity to the company.

Through the use of my four-step process; the DISC Behavioral Model; and the Personalities, Interests, Attitudes and Values profile; we will examine ways to perform enlightening interviews with tremendous results.

XB Coaching, Inc. offers both of these assessments (along with dozens of others) at www.xbcoaching.com.

Table of Contents

Chapter One	An Overview of the DISC Model
Chapter Two	An Overview of the PIAV Model
Chapter Three	The 4-Step Process For Perfect Hiring
Chapter Four	Hiring Customer Service Representatives That Are A Perfect Fit
Chapter Five	Hiring Sales Representatives That Are A Perfect Fit
Chapter Six	Hiring Sales Managers That Are A Perfect Fit
Chapter Seven	Hiring Department Managers That Are A Perfect Fit
Chapter Eight	Hiring Executives That Are A Perfect Fit

Chapter One - An Overview of the DISC Model

The DISC Behavioral Model is a measurable tool that helps to define observed behavior. What exactly does that mean? It provides a way for you to assess the various ways people behave under certain circumstances, their motivators, their most natural attributes, their behavior in the work environment, and their preferred communication styles.

All this information can be used to create a “best fit” for employees who interview for positions at your company.

DISC is an acronym that stands for Dominance, Influence, Steadiness and Compliance. These are the four “core” behaviors that all people can be categorized by. There are – by all means – many combinations of the four styles, and that is what makes us all unique.

**Each behavioral type is comprised of all four styles,
with one being the “core” style which displays the predominant behavior.**

By defining which style(s) your applicants possess, you will be better able to make that perfect fit.

Let’s take a few moments to briefly review each style and some characteristics of it. With this information, you will be able to implement the suggestions for hiring made in each chapter within this e-book.

Dominance – Individuals who show a high Dominance style are those that tend to **process quickly and are focused on tasks**. These individuals tend to be results-oriented, focused on challenge and power, and like to make decisions quickly with confidence. **They are the team members who you know will get the job done.**

Those who fall into the Dominance category are most likely managers and corporate officers. Some descriptors of this style include: driving, demanding, aggressive, pioneering and competitive. They are goal driven and enjoy a personal challenge.

When communicating with this style observe the following:

- Be direct, brief and to the point.
- Focus on the task and stick to business.
- Take a results-oriented, logical approach.
- Identify opportunities or challenges.
- Provide a win/win situation.
- Do not touch. Keep your distance.

When you receive communication from someone who is high in Dominance, it could appear short, undetailed, overpowering, intimidating, insensitive to feelings, or lacking in patience. You may need to ask for additional information as Dominance types often communicate in short bursts.

Some contributions Dominance styles make to the team are:

- solving problems
- driving for results
- positive
- powerful and authoritative

Some limitations to be wary of with this style are:

- overstepping boundaries
- use of fear as a motivator
- lack of listening skills
- lack of tact
- unhappy with “routine” work
- over delegates, under instructs

Influence – Individuals who show a high influence style are those who tend **to process quickly and are focused on people. They are the team members who keep things exciting and keep everyone motivated.** Recognition, relationships, and freedom from details will likely motivate them.

The primary corporate vocations for those high in Influence are sales and customer service. Charismatic, inspiring, optimistic, outgoing and animated describe these types. They are driven by their desire to socialize with people.

Those who are high in Influence prefer the following when being communicated with:

- Allow time to socialize.
- Lighten up and don't be afraid to have fun.
- Ask for feelings and opinions.
- Involve them in brainstorming.

They have a need to verbalize. They also lack attention to detail, appear superficial, have poor follow-through and can appear manipulative. Influencers most likely will talk “around” a subject until they are able to make their point. You may find yourself exercising a lot of patience with Influencers.

Some contributions this style brings to the team are:

- social and verbal aggressiveness
- optimism
- good persuasion skills
- vision of the big picture
- people-oriented
- team-oriented

Some limitations to be wary of with this style are:

- impulsiveness
- unrealistic in appraising people
- lack of attention to detail
- disorganized

Steadiness – Individuals who show a high Steadiness style are those that tend to **process more methodically and who are focused on people.** These individuals tend to be loyal, cooperative, calm and methodical in how they deal with life. **They are the team members who make sure that everyone on the team is doing OK.** Security, stability, and sincere appreciation will likely motivate them.

Those whose core communication style is Steadiness will most likely be found in positions such as trainer, marketer or administrative assistant. They are often described as: adaptable, systematic, unhurried, predictable and consistent. Their needs-driven behavior is accommodation, and they also possess a need to be of help to others.

When you communicate with someone high in Steadiness, you'll want to:

- Be patient.
- Draw out their opinion.
- Provide a logical approach to the facts.
- Relax and allow time for discussion.
- Show how a solution would benefit them.
- Clearly define all areas.
- Involve them in the planning stage.

When you receive communication from someone with a core Steadiness style, it may appear non-emotional, indecisive, too direct and lacking in assertiveness. It may also seem as though they are providing an enormous amount of detail.

Some contributions this style brings to the team are:

- loyal to those they identify with
- good listener
- patient and empathetic
- likes a team environment
- long service is deemed important

Some limitations to be wary of with this style are:

- tends to get into a "rut"
- resists change
- holds a grudge
- lacks a projected sense of urgency
- low risk takers

Compliance – Individuals who show a high Compliance style are those that tend **to process more methodically and are focused on tasks**. These individuals tend to be analytical, precise, and value quality and accuracy on a project. **They are the team members who keep standards high and pay attention to details**. Professional standards, defined expectations, and a quality focus will likely motivate them.

People high in Compliance are often found in the vocations of accounting and engineering. These are the "rule followers." They can be depicted as: painstaking, wary, meticulous, quality-conscious and perfectionist. Their two primary driving forces are following the rules and complying with their own high standards.

When you communicate with the Compliance style, it is necessary to:

- Use data and facts.
- Examine the argument from all sides.
- Keep on the task, don't socialize.
- Disagree with the facts, not the person.
- Focus on quality.
- Avoid "new" solutions and stick with proven ideas.
- Do not touch.
- Allow them time to think.

Hiring... For A Perfect Fit
www.xbcoaching.com

When receiving information from someone high in Compliance, it could seem “excessive.” They tend to appear as a perfectionist, aloof, too rule focused, critical and slow to proceed. Bear with them. They must process the information before being able to communicate their ideas.

Some contributions this style brings to the team are:

- critical thinker
- high standards
- well disciplined
- accurate

Some limitations to be wary of with this style are:

- hesitates to act without precedent
- bound by procedures
- does not take risks
- does not verbalize feelings
- avoids controversy

With these descriptions in mind, let’s move forward and discover which style (or combination of styles) works best with a variety of positions.

[Click here for additional help with the DISC Behavioral Model](#)

Chapter Two - An Overview of the PIAV Model

With an awareness of an employee's personal value system and how it shapes his/her behavior, you can develop new strategies to ensure that the new employee gets those essential elements he or she needs to perform well. You can also put his/her manager in an excellent position to motivate this employee toward top performance. You can reduce the risk of conflict and enhance an environment of cooperation.

The Six Attitudes Are: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. Each one holds its own set of goals, focuses and behaviors. By determining which "attitude type" your prospective employee has, you will break down barriers that might otherwise cause conflict and job dissatisfaction.

Theoretical Attitude

Goal: To discover truth and knowledge. They save seminar flyers and want to go to all of them.

Focus:

- Discovery of Truth and Knowledge
- Solving a problem
- Hard, cold facts and research

Value to the Team/Passions:

- Solving problems
- Objectivity in all areas
- Identifying, differentiating, generalizing, systemizing
- Pursuit of knowledge, identifying truth and untruth
- Knowledge for sake of knowing

Basic Attitude:

I will use my cognitive ability to understand, discover, and systemize the truth.

Tendency Under Stress:

- Pursuit of knowledge is so primary that practical matters are neglected or ignored (home, family, children, money)
- Discovery of truth may be placed higher than personal safety
- Inability to know, learn or discover
- Emotional, subjective experience with no rational justification

Utilitarian Attitude

Goal: To discover utility and what is useful or practical. Show them a forest and they see houses; to them the sun becomes solar energy.

Focus:

- Return on an investment of time, energy or money

Value to the Team/Passions:

- Practicality in all areas of life
- Utilizing resources to accomplish results

Hiring... For A Perfect Fit
www.xbcoaching.com

- Gaining a measurable return on all investments
- Creative application of resources
- Producing goods, materials, services and marketing them for economic gain
- Capitalism

Basic Attitude:

Every investment I make will have a greater return in time and resources.

Tendency Under Stress:

- Workaholic
- Self-preservation; little or no concern for others
- Wasted resources, time materials and/or services
- Investments with inadequate or no return

Aesthetic Attitude

Goal: To discover experience, impression and expressions. They see the sunset and want to paint it or take a picture of it.

Focus:

- Subject experience of self and others; feelings

Value to the Team/Passions:

- Appreciation and enjoyment of form, harmony and beauty
- Enjoyment of all senses
- Subjective experience
- Understanding feelings of self and others
- Self-realization, self-fulfillment and self-actualization
- Creative expression
- Appreciation of all impressions

Basic Attitude:

I will enjoy and experience the beauty around me and allow it to mold me into all I can be.

Tendency Under Stress:

- Functioning outside of reality
- Disturbance of form, beauty and harmony in self, others and environment
- Objective truth

Social Attitude

Goal: To eliminate hate and conflict. They get the address labels in the mail, and they send a small donation.

Focus:

- How your ideas will benefit others

Value to the Team/Passions:

- Investing self in others

Hiring... For A Perfect Fit
www.xbcoaching.com

- Selflessness
- Generosity of time, talents and resources
- Seeing and developing potential in others
- Champion of worthy causes

Basic Attitude:

I will invest myself, time and resources in helping others to achieve their potential.

Tendency Under Stress:

- Primary focus is on others, can be injurious to self
- Over-zealousness for a cause may lead to harmful behavior to self and others
- Individualism
- Decisions or actions which are insensitive to people

Individualistic Attitude

Goal: To assert self and have his/her causes be victorious. They gravitate toward leadership roles - major "networker."

Focus:

- How presentation will increase power
- Advancement of person's position or company's position

Value to the Team/Passions:

- Leading others
- Achieving position
- Advancing position (forming strategic alliances)
- Attaining and using power to accomplish purpose
- Planning and carrying out a winning strategy
- Tactics and positioning

Basic Attitude:

I will achieve the highest position and wield the greatest power or influence.

Tendency Under Stress:

- Position of self may be more important than others
- Absolute power corrupts
- Actual or perceived threatening, diminishing or loss of power or position
- Inability to advance, lack of opportunity for individual advancement

Traditional Attitude

Goal: To search for a system for living. They are very clear about what they believe to be rules to live by.

Focus:

- On the meaning of life, the totality
- Bring in the spiritual element
- Show how this will move us all toward the ideal

Thank You for previewing this eBook

You can read the full version of this eBook in different formats:

- HTML (Free /Available to everyone)
- PDF / TXT (Available to V.I.P. members. Free Standard members can access up to 5 PDF/TXT eBooks per month each month)
- Epub & Mobipocket (Exclusive to V.I.P. members)

To download this full book, simply select the format you desire below

