

Case Study: HIRING

HOW A FAMILY-OWNED BUSINESS FOUND A BUSINESS MANAGER TO REPLACE THE RETIRING OWNERS

The Situation:

The owners of a refrigeration company were looking to retire but had no successors in line.

Despite having great people “in the field,” the company lacked leadership capability beyond the husband-and-wife team that started the company. They felt, in essence, like they were starting from scratch with this search for a Business Manager.

The Solution:

The process began when they were introduced to Nancy Roberts, The DISC Wizard, who led them through a benchmarking session to design EXACTLY what the job would entail.

“I remember thinking as they described their company and employees that this hire was going to be more about the fit of the candidate to their culture than just the ‘hard skills’ of the job.”

CREATING KEY ACCOUNTABILITIES:

The first step was to design Key Accountabilities for the position, a succinct list of reasons the job needed to exist. More than just the job responsibilities (which were numerous), the accountabilities were the specific and measurable accomplishments (like KPI's) this Business Manager would be held responsible for.

THE JOB BENCHMARK:

Referencing the list of Key Accountabilities, the owners answered an online survey to determine the behaviors, competencies and rewards of the position.

This created the TriMetrix™ Job Benchmark that showed the top skills required by the position were:

- Leadership
- Problem Solving Ability

- Self-Management
- Planning/Organizing
- Personal Accountability
- Decision Making Ability
- Goal Achievement

But it also showed what “type” of individual this company’s culture required.

While the position required someone who could come in and take control, because of the company’s traditional culture, it also needed someone who would respect “the way things have always been done around here.”

Looking for a mindset that combined innovative leadership with traditional values created a unique challenge.

CRAFTING A UNIQUE JOB POST

The next step was taking the criteria we learned from the Job Benchmark and creating a unique and specific Job Post that would stand out to the right people... but also repel the wrong people.





THE JOB POST:

Looking for a dynamic (but **not slick**), confident (but **not arrogant**), educated (but **no MBA required**) and experienced (but **not set-in-their-ways**) person to take over the day-to-day operations of a family owned, thriving service-based business.

You will oversee Operations, Service, Sales and Finance and balance big picture strategic thinking with tactical execution. **Balance taking charge with answering to and working with the owners.**

Finally, balance leading the admin and service staff and **holding them accountable without causing a mutiny.** Previous business ownership would be great but be prepared to answer why previous business closed or was sold. Full background, reference checks and behavioral assessments will be conducted so if you're an open book, we'd love to hear from you.

We knew we nailed the Job Ad when we received a response like this:

“I was online looking for a job for my son when I came across your ad. I am recently retired and not really looking but I feel like your ad was written for me. I'm intrigued...”

“TRIPWIRE” FOR CANDIDATES:

The next step required any candidate whose resume passed the initial screening to answer a “Self-Administered Interview Guide.” Since this guide is fairly comprehensive and time-consuming, only about 30% of candidates completed it.

One candidate responded by dismissively saying, “*All this information can be found on my resume.*” No it couldn't and this quickly ruled him out as a prospect who would respect the way the company wanted things done.

Of those that completed the guide to our expectations, we brought in five for an initial interview. After that first interview, we had three of them complete the TriMetrix™ Candidate Assessment.

COMPARING CANDIDATES TO THE BENCHMARK

The comparison showed that two candidates were a very close fit to the benchmark.

Through additional interviews and insightful reference checks, there was one candidate that stood out above the others and he was hired.

The Resolution: The Owner was pleased

“ *I couldn't believe we found someone who was so much like me in **attitude, leadership philosophy, even behavioral style,***

And because he was the first person we interviewed, we kept interviewing just to be sure but knew in our gut we had found our guy.”



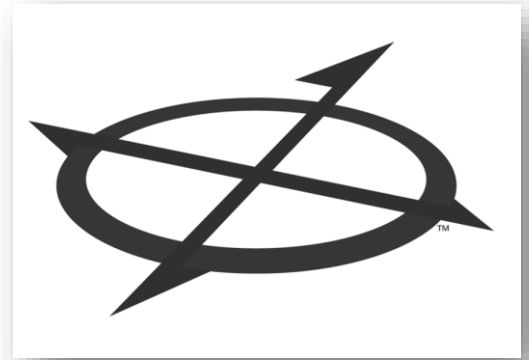
WHAT PEOPLE SAY...

about The DISC Wizard

Selected Top 2 Trainers...

We used the DISC Wizard's hiring process to hire for our Customer Support Trainer position. Fast-forward one and a half years later, and the two candidates it helped us select are among the top Trainers that we have, and they have **fit perfectly into the role**. Now that's success!

~ Dave Finger, VP of Customer Technical Services, Pictometry International Corp., Rochester, NY



Hired Against Your Benchmark...

Given our previous experience of hiring against the information in one of your benchmarks, I've now instructed our VP of Sales to pay more than the usual attention to the data we discover in this process.

If we had followed that before, we could have **saved ourselves six months of frustration**, lost productivity and **thousands of dollars**.

~ Chuck Finzer, President, Total Identity Group, Rochester, NY

Headhunter Refunded \$7k...

One of your profiles was proved to be more effective than a headhunter who sent a General Manager to a client touting a "perfect fit." My company was called in to evaluate the operation several months after the hiring of the GM. The GM's shortcomings were quickly realized and your profile was completed to substantiate the misfit. The GM was reassigned and the headhunter refunded the \$7,000 fee based on the strength of the profile. The **headhunter was so impressed by the system** that he inquired about using it in his service.

~ Sam Garofalo, Owner, Technical Consulting, Mooresville, NC



Nancy Roberts

SPEAKER BIO



CERTIFIED BEHAVIORAL ANALYST | AUTHOR | SPEAKER

Coached and Advised Hundreds of Business Owners, Entrepreneurs, and C-Suite Level Executives

As CEO and Founder of The DISC Wizard, Nancy Roberts helps businesses turn a critical eye toward their staffing choices.

The DISC Wizard's behavioral assessments guide employers in really getting to know their candidates and employees so they can improve job fit, alignment and, ultimately, engagement.

Nancy is also a published author of several books, including "The Little Red Book of Hiring & Firing- 7 Strategies for Finding & Keeping Engaged Employees" and "The Top Ten Strategies for Success in Business."

Nancy has taken her message to a variety of businesses, reducing turnover by up to 50% and staffing high level executive roles with the perfect employees. Nancy's message has also been featured on ABC, WHAM Radio, and the Rochester Business Journal to name a few.

When Nancy isn't getting rated "Best Speaker" at conferences, she's reading, writing, cooking, and baking. She's also an avid traveler, swimmer, hiker, and spa enthusiast. Finally, she loves spending time with her husband, Jess, and her 22 nieces and nephews.

Nancy has worked with...

- ✓ ADMAR
- ✓ Allied Building Supplies
- ✓ Career Start
- ✓ Goldwell, NY
- ✓ LiDestri Foods
- ✓ Oak Hill Country Club
- ✓ Pictometry
- ✓ Rotork Controls
- ✓ SentrySafe
- ✓ TalentBridge
- ✓ University of Rochester

As well as not-for-profit organizations such as...

- ✓ Bivona Advocacy Services
- ✓ Catholic Charities
- ✓ Foodlink
- ✓ Lollypop Farm
- ✓ RESTORE
- ✓ YWCA