

*Hiring for promotion and
tenure: It is not all about
performance*

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Abstract

Organizations spend a lot of time and resources selecting employees. The information collected during selection, however, is rarely fully utilized and is often ignored after the initial hire. This short-term focus ignores the fact that employee development and succession planning are important determinates of organizational success. Accordingly, this talk will focus on the “big picture” of hiring. We should focus not simply on applicant knowledge, skills, and ability but also consider the future. It is possible to hire quality employees while focusing on issues such as retention and motivation. Without a fully developed and strategic selection process organizations are missing the opportunity not only to improve current performance but also to plan for future success.



Basic Problem

- Many organizations spend a lot of time and resources selecting employees. The information collected during selection, however, is rarely used after the initial hire.
- Employee/Leader development and succession planning are important determinates of organizational success and are likely to become even more important in the future.
- Both of these issues together mean that organizations are missing the opportunity not only to improve current performance but also to plan for future success.



So what do we do?

- Start at the beginning
 - Use a realistic job preview
 - Get multiple perspectives during the hiring process
 - Focus on fit
 - Remember to consider both the organizational and individual perspective when interacting with applicants
- Develop employees
 - Use Strengths
 - Develop weaknesses



Summary

- Apply Across All Levels in the Organization
- Don't forget to take into account both the individual's and organization's perspective
- Time employee and leader development with current and future business needs

