

## Find the job candidates who aren't looking

Job applicants often look wonderful on paper - their letters of recommendation are glowing, their résumés are impressive and their education is top-tier.

But their performance sometimes turns out to be mediocre, if not downright unacceptable.



### **RESOURCES FOR GROWTH**

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It is not enough to simply hire good people; we must hire good people who will remain good once they begin their employment with the company.

It is not just about assembling a group of the best possible employees in the business. It is about putting together the right pieces in the right places to do the right things. It is about forming a team that works cohesively

and creating a positive and effective company culture.

Your company needs a system that develops and constantly reassesses the talent you've brought on board. The first step in that system is the involvement of middle- and upper-level management in employee growth and development. Nothing diminishes employee morale like the perceived indifference of senior management to employees.

You can meet regularly with employees to ensure they are continually learning and growing within their prescribed roles.

Poor performers need to be divided into two categories: those employees who are wrong for your company, and those who are simply wrong for their particular role within the company.

Clear goal setting, midpoint reviews and annual appraisals are effective performance-management methods. They also ensure your employees know what the expectations are and how they are being evaluated.

For those methods to be effective, you must be involved from the beginning to ensure all assessments use common standards. Keep in mind that the development of your employees is as much about recognizing potential as it is about assessing performance.

Work with your managers to determine whether poor performers might be better plugged into another role, or whether they simply are not right for the organization in general.

Answering those questions can consume both time and effort. But it is integral to creating a valuable and viable company culture.

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