

# Public POWER

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## Human Resources

### Matching Human Talent with Workplace Needs

Putting the right people in the right jobs is essential for productivity, bottom line success and employee satisfaction. A survey by two London firms, SHL and the Future Foundation, found that managers in the United States spend about 13 percent of their time managing poor performers and 14 percent of their time correcting mistakes. That's more than a quarter of managerial time wasted as a result of inadequate attention to recruiting, placement and training, said the RCI Center of Excellence in Jupiter, Fla.

Filling jobs with people whose skills are suited to the task requires a careful assessment of the skills, working style and training needs of each individual.

Michael Friedman of the F and L Group in Houston, a frequent speaker at public power meetings, uses a matrix with nine squares to demonstrate how to evaluate people for performance and adaptability. Some workers may be in the top third of performers, but in the bottom third of adaptability. A "key performer" falls in the middle ground of both categories and a "consistent star" is in the top third of performers and adapters. Evaluating workers in such a matrix helps managers identify who within an organization should be terminated, who is suited for more routine, repetitive tasks and who should be developed to take on expanded responsibilities, Friedman tells his audiences.

In an article published in Harvard Management Update, Jack MacPhail of Korn/Ferry and Kenneth Brousseau of Decision Dynamics applied their own matrix to decision styles. Developed by Korn/Ferry International, this grid analyzes each individual's approach to finding solutions (single focus or multi focus) and how each uses information—to take action or to analyze. Once such an analysis is completed, hiring managers should match decision making styles with job profiles, said MacPhail and Brousseau.

"No matter how perfect a business strategy is, it will fail without the human resources to execute it," they said. "Even a small investment of time in 'people' issues is rewarded with fewer clashes, smoother outcomes and higher productivity sooner."

Only 24 percent of respondents to the SHL-Future Foundation survey said "yes" to the question: "Is managing people your top priority."

"Managing our biggest asset should be our number one priority," says the RCI Center of Excellence.