



# EMPLOYEE SELECTION

## The Art of Selecting the Right Employees Change your Perspective of Assessing Suitability

### Criteria for Hiring

When companies receive new applications it seems like a natural thing to really look at the hard skills, the education, the experience. This is also the right thing to do. In the companies there is a lot of know how regarding the evaluation of these **HARD SKILLS**. In most companies this isn't a problem except, that we start to find out that exactly the qualifications we are looking for are getting rare and infrequent.

However, we are used to select from a group of applicants. Normally we take the one that comes out best in terms of hard skills and interview results. Also the managers of a company declare themselves experts in assessing and interviewing people. When we look into the companies we find the normal distribution of high, average and poor performers. We have to note that the latter have been hired because someone had rated them „above average“.

All research confirms: **Soft Skills** have gained importance esp. the interpersonal skill, resilience, communication skills, conflict resolution and the compatibility to international work groups. While these become critical success factors, we have very little to no idea, how to measure and assess these factors during the selection process.

If we leave it to a trial period, all the other applicants and alternatives are gone. The search, double burden and cost start all over again. Measuring and assessing soft skills early in the whole process becomes **MISSION CRITICAL IN HIRING**

### Selecting the Right Applicants Right

So far companies have been looking at their applicants with suspicion: „Are they good enough for us?“ If you were a high performer with a lot of choices for a new job, would this be *appealing* or *appalling*? - You need to be careful in the whole application cycle not to scare off those you are looking for.



### Nobody is perfect – Get them on the way up

The cases where you can find someone matching exactly your needs are very rare. Knowing what you can add to the qualification during the first months and defining the essentials, that a candidate should have, will simplify your choice. Put all this in our **HARRISON Job Success Formula** and you will have a better choice.

Critical Success Factors (Areas in Management Jobs)		APPLICATION CV, Reference & Cover Letter	INTERVIEW Unstructured Multimodal	HARRISON with our Job Requirements	TRIAL PERIOD 1. six Months (> 60 000€ Cost)	DISMISSAL Reason for Job-Failure
1	Work References	✓		✓		
2	Certificates	✓		✓		
3	Specific Industry Knowledge		✓	✓	✓	✗
4	Education, Schools, Universities	✓		✓		
5	Area of Studies	✓		✓		
6	School Marks, Grades, University De-	✓		✓		
7	Practical Experiences	✓		✓	✓	
8	Experiences Abroad	✓		✓		
9	Practical Abilities and Aptitudes	✓	✓		✓	✗
10	Social Origin		✓	✓	✓	
11	Relevant Professional Contacts		✓		✓	
12	Proven Competences in ... (area)				✓	✗
13	Fit with Supervisor / Manager		✓	✓	✓	✗
14	Fit with the Team			✓	✓	✗
15	Language Abilities	✓	✓	✓	✓	
16	Articulate Impact and Impression		✓	✓	✓	✗
17	Motivation for the Job		✓	✓		✗
18	Attitudes and Priorization Rules			✓	✓	✗
19	Interest and Preferred Tasks		✓	✓	✓	✗
20	Needs Regarding the Workspace			✓		✗
21	Work Preferences (how,when, where)			✓	✓	✗
22	Lived and Practical Values @ Work			✓	✓	✗
23	Fit with the Competency Model			✓	✓	✗
24	Relaxed Communication Style		✓	✓	✓	
25	Communications Style under Pressure		✓	✓	✓	✗
26	Dealing with Resistance			✓	✓	✗
27	Dealing with Personal Criticism			✓	✓	✗
28	Dealing with Objective Criticism		✓	✓	✓	✗
29	Interpersonal Abilities / Competencies		✓	✓	✓	✗
30	Working under Pressure (Date / Success)		✓	✓	✓	✗
31	Adaptability to Change			✓	✓	✗
32	Willingness to Travel / Relocate	✓		✓	✓	✗
33	Physical Abilities		✓	✓	✓	

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