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TalentQuest News

Webcast Archive

Available: *Competencies that Matter - Building a Foundation for Talent Management*, presented by TalentQuest consultant Rick Brandt, Ph.D., is now available on HR.com. [Click here](#) to access an archive of the presentation.

March 5, 2008:

[TalentQuest Announces Partnership with the Washington Bankers Association](#)

Calendar of Events

April 24, 2008: The national date for the [Take Our Daughters and Sons to Work®](#) program.

May 20, 2008: The Leadership Forum at Georgia Tech welcomes

Dan Heath, a consultant and the author of the book, *Made to Stick: Why Some Ideas Survive and Others Die*. He has authored ten HBS case studies that are now in use in business schools across the nation. He has an MBA from the Harvard Business



Insight from The 2008 Leadership Forum at Georgia Tech

[The 2008 Leadership Forum at Georgia Tech](#) recently hosted Dan Ariely, the Alfred P. Sloan Professor of Behavioral Economics at the Massachusetts Institute of Technology (MIT). With a thought-provoking presentation, he explained how people make decisions and why those decisions are often, predictably irrational. Below, TalentQuest consultant Rick Brandt, Ph.D., discusses how irrational decision making can affect hiring decisions and how to defeat it by implementing some best practices.

In Theory and in Practice: Making Rational Talent Selection Decisions

By Rick Brandt, Ph.D.

One of the most important activities that organizations engage in on a day-to-day basis is the selection of people. Whether you are selecting external candidates to join the company or making internal promotion decisions, the quality of selections is a significant determiner of future company success. In TalentQuest's business of talent management and human capital consulting, we frequently see irrational forces at work as companies make selection decisions. Dan Ariely talked about some of these forces: the problem of procrastination, the effect of expectations, and the power of comparison and emotions. These hidden forces are at work in our selection decisions, and they frequently result in poor outcomes: we hurry selection because of procrastination; we promote people, expecting them to be successful in a new role because they were successful in their current one; and we compare people against each other rather than against the requirements of the role. These decision errors are quiet and insidious, yet they cause significant damage to the culture and performance of the company.



The good news is that these selection errors are predictable and preventable. Consider the following best practices as you make decisions about selection and promotion in your company:

School.

Dan will present reasons why certain ideas, ranging from urban legends to folk medical cures, survive and prosper in the social marketplace of ideas. He will also provide strategies on how leaders and marketers can create ideas and messages that will transform the marketplace. This session will transform the way you communicate ideas.

For information, please call (404) 894.8700 or visit [The Leadership Forum website](#).



- Identify the key roles and jobs that require careful selection processes. These may include executive level roles, but can also include roles/jobs which are linchpin to the value chain of your company: e.g., account management, operational performance, research & development, etc.
- Clearly define the performance requirements of these critical roles - not only what is expected to be delivered - but the traits, skills, knowledge, and behaviors required to deliver outcomes (these requirements are known as competency models).
- Use competency models to guide your selection activities. For example, use behaviorally based interview and scoring guides to assist managers in their interviews. Use personality and cognitive assessment to supplement interviews.
- Gather and combine the appropriate information and data to arrive at decisions, comparing candidates to the requirements of the role, not to each other. Research clearly shows that data-based selection outperforms subjective interview in predicting future job/role success.
- Don't rely on past performance as the sole indicator of future success. The skills required in the next position are often significantly different than those necessary for the current one. We have seen over and over again successful sales representatives promoted into management roles only to derail their career because the requirements for success in each of these roles are different!
- Evaluate the performance of your selection systems and use this information to improve them. What is the percentage of first-year retention of new hires in critical roles? How many internal candidates do you have available to fill critical positions? What is your ratio of internal promotion/external hire in important roles?

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