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Dear Chuck Bower

Spring has arrived and summer is just around the corner! Our lead article this month is the first in a 4-part series, to articulate the importance of the Pre-Hire Planning Process. Our second article discusses the No Ego podcast and book, written by Cy Wakeman.

As always, past newsletter articles are available at www.hawthorneservices.com/resources.

Sincerely,
Chuck Bower, 574-361-6166
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Why the Pre-Hire Process is Really About Planning



How frequently does the following happen? You have to fill a position because Ted is leaving, and in the rush to begin the process, you ask HR to post the job description to Indeed and quickly start screening applicants.

How old is that job description? How has the position changed? How has your organization changed? How successful was Ted in his role, and why (or why not)? These are among the questions you should be asking yourself. To suggest some answers, we want to share a [new blog entry from Wiley](#), the providers of our PXT Select™ assessment. Without a plan, what kind of success do you expect in any business initiative? Moreover, what is the cost of failure for a hiring project?

Besides reducing hiring mistakes and predicting more successful job candidates, we suggest there are other benefits in focusing on better pre-hire planning:

- Clarifying position relevancy to organization success
- Ensuring position restructuring occurs BEFORE hiring
- Building better SMART goals and employee expectations

- Displaying the importance of good job fit (for both employee and organization)

The pre-hire planning process should include an analysis of the position's key performance indicators, best cultural fit, required behavioral and cognitive traits, role in providing customer value, and review of the job description. This foundational step in the recruiting and selection process will lead to better outcomes and more successful new employees.

To get prepared and have a detailed analysis of your recruiting and selection process, contact us, Chuck (574-361-6166) or Karen (574-596-3058).

Recommending the No Ego Podcast

How much drama exists in your workplace? Most of the organizations we work with would say they would prefer a little less drama. Author Cy Wakeman is an expert in reality-based leadership, and she has the antidote to this problem. We recommend her latest book, *No Ego*, and her approaches to reducing some of the drama that reduces productivity. If you prefer an audio option, we suggest her podcast series, which brings many of the concepts of reality-based leadership with frequent guests. The 5 - 10 minute podcasts are convenient and great to listen while on the road, and we suggest starting at the beginning (there are now 2 seasons of podcasts). This is the [link to her iTunes podcast series](#), and [here is a link to another option via libsyn.com](#).

As always, if improving your workplace culture and retention is one of your top initiatives for 2019, consider reaching out to us for guidance and support. For more information, please contact Chuck (574-361-6166) or Karen (574-596-3058).



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