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Dear Chuck Bower

We've been calling this monsoon season, and we are ready for better weather! Our lead article this month is the 2nd in a 4-part series on the Hiring process. This article focuses on the power and leverage provided by a strong pre-hire assessment. Our second article suggests the way to huge achievements is by using the concept of Kaizen.

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

Sincerely,
Chuck Bower, 574-361-6166
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Knowledge is Power in Hiring



In our last newsletter, we focused on the importance of planning in the pre-hire process. Ted is leaving, and there is an urgency to fill his position. We advised a number of steps to ensure the next hire is successful. Let's presume we've taken those steps and actions, and now have strong candidates from our initial interviews. What's next?

Simply put, a robust assessment tool provides data driven insights to fully understand the human side of our top candidates. It must be simple to use and adaptive to the responses of each candidate, leading to personalized interview questions. Finally, it should be built using the benefit of extensive research and rigorous validation. A robust assessment tool can inform in these ways:

- Verifies that the candidate's responses are reasonably candid
- Compares the candidate's crucial behaviors to the needs of the position
- Explores the career interests of a candidate, giving you a better understanding of what they WANT to do
- Exposes their capability to learn through basic intelligence questions

- Provides a set of personalized interview questions structured to the candidate's fit to the position
- Using the personalized questions, informs the interviewer for "what to look for" in the candidate's responses

Our partner, PXT Select  by Wiley, has a [detailed understanding of the 4 step process here](#). [Click here for a sample PXT Selection Comprehensive Selection assessment report](#).

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).

Tiny Improvements Lead to Huge Achievements

Just 1% a day, or 1% a week. How quickly does that add up? In a [blog post by Thomas Oppong in The Mission](#), he outlines the value of using Kaizen for personal development, focusing on small steps. Oppong focuses on the demoralizing effects of a big, hairy audacious goal (BHAG) when we are unable to make much headway. He suggests, for many of us, that it's psychologically easier to achieve small, finite goals on a regular basis.

In the simplest of forms, using a system of continuous improvement in small amounts can pay off dividends, IF we are patient and persistent. While Oppong makes a great case for using this for personal development, how can we apply this in our organization?

Take a goal of improving sales by 18%. Sound tough? For most industries, yes. Now consider improving sales by just 1.5% each month. What steps can you take to get there? What price increases are possible? When was the last time you focused on cross-selling? When was the last time you conducted sales training? If you can achieve this small monthly goal, what does that look like in 12 months?

The answer is, just over 19.5% in improvement by year end.

As Albert Einstein stated, *"Compounding is the greatest mathematical discovery of all time."* A little continuous improvement goes a long way! We submit that your BHAG is necessary for strategic planning. However, systematically break down the small, continuous improvements that will deliver your big goal. As you consider your initiatives for 2020 planning and beyond, consider reaching out to us for guidance and support. For more information, please contact Chuck (574-361-6166) or Karen (574-596-3058).