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**ATTRACTING THE RIGHT PEOPLE TAKES MORE THAN AN INTERVIEW  
or  
FINDING THE RIGHT PEOPLE STARTS LONG BEFORE THE INTERVIEW  
or  
SHORT-CUT YOUR RECRUITMENT PROCESSES AT YOUR OWN PERIL  
or  
TO ATTRACT THE RIGHT PEOPLE, MAKE SURE YOU ARE ATTRACTIVE  
TO THE RIGHT PEOPLE  
or  
NEW EMPLOYEES DON'T JOIN A JOB – THEY JOIN A TEAM.**

(In a recent article we introduced some ideas on attracting and retaining the right people. In this article we focus on issues around attracting the right people.)

Part of our team is dedicated to people selection support for our clients. I remain fascinated by the feedback we receive about what makes people want to join a company.

While remuneration practices are an obvious suspect, we have often noticed that the secret is to be in the ballpark rather than necessarily better than the next. Usually a comparative benchmarking exercise positions these practices relatively well.

More importantly, candidates are excited by the experience they have during the selection process, and are willing to compromise financial benefit where they feel they fit in and can make a difference. Choose the right recruitment partner where you outsource – their energy and professionalism is as important as yours. And help them understand the inside of your business.

Candidates have repeatedly emphasized how they have ultimately made their decision by the “feel” they had of the business; the sense of enthusiasm and colleague-ship, the energy, the comfort of interactions between the people employed there.

Equally, in selecting the right people, we are struck by the importance of the person fit, as much as the competency fit. There is a destructively narrow understanding of what forms the “*inherent requirement of a job.*” In most, if not all appointments, these will be such attributes as flexibility, energy, co-operation and pro-activeness, willingness to grow and learn. Those clients who have selected purely on the technical competencies have often rued their choice – after all that is why it is called an employment *relationship.*

At times too little emphasis is placed on psychometrics, especially at professional or management levels, where personal attributes become more significant. I am baffled by the interpretation that this form of testing is no longer permitted in law! Not only is it

permitted, but in many instances it is necessary. Recruitment is too sensitive a process as it is to make basic mistakes.

How you position your organisation internally influences how your existing staff sell you. It is the little things that give away the big things – employees working to rule rather than to client need, failing to smile in their voices or on their faces, not anticipating the needs of their colleagues, managers or clients, failing to follow up on commitments; these are all symptoms that suggest that the energy of the organisation is not efficiently used. When employees act in this manner, the subliminal message is immediately clear to any outsider – sometimes more so than to the managers (ask any patron at a restaurant)! These behaviours are often a subtle response to management issues.

Where managers use power rather than relationships to direct their teams, or demonstrate poor flexibility in their own behaviours, or do not embrace the work-life balance for the people in their teams, the team members will eventually reciprocate – and your candidate can see this from the moment he or she walks in the door.

If you need to attract the right people, first make sure that you are attractive to the right people - in your spirit as well as your office...

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