

## Finding the Right People

### Selection: Trusting the Complete Process

High-performing field leaders view their selection process as a complete process rather than a series of independent steps. High-performing field leaders cannot imagine removing one of the steps in their process—each is a key component, with clearly defined purpose(s). In research interviews, several field leaders talked about having learned from mistakes early in their careers, when they allowed their belief in a particular candidate to outweigh the candidate's poor test results or inability to complete certain tasks. Now, those high performers use their process to prevent bad decisions. Here are two tactics that high-performing field leaders use when implementing their selection processes.

1. Trust their process to yield the right results. In the research survey, low-performing field leaders were much more likely to agree with the statement, "At times we overlook poor test results to bring on what we believe is a good candidate." High performers have learned their lesson—they trust their process, not their gut.

#### What You Can Do

- Ø Treat your selection process as sacrosanct. Avoid the temptation to convince yourself to ignore poor test scores, incomplete job-sampling activities, or other associates' impressions to bring on a candidate. Your process is in place for a reason.
2. Actively manage the selection process. As with recruiting, high-performing field leaders are more likely to actively manage their selection process. They routinely hold management meetings to specifically discuss recruiting and selection standards. They evaluate the stages of their selection process for maximum effectiveness and make changes as needed. Once top performers have defined their recruiting and selection process, they don't vary it for different classes of recruits, such as females or minority or ethnic candidates.

#### What You Can Do

- Ø Create a system to manage your recruiting and selection process. Track all details of your selection process so that you can maximize efficiency. Regularly focus on selection systems during management team meetings and retreats.

### Trusting the Selection Process: Excerpts from a Field Leader Interview

"I recently had a man referred to me by his sister-in-law, who works at one of our agencies. She is very successful. I did the initial interview and gave him the LIMRA test, and he did OK. I also had a prominent businessman for the same opening. The businessman became my first choice and the brother-in-law my second choice. The brother-in-law seemed so laid back—likeable, but too laid back—I didn't know if he had the aggressiveness. I told him I was putting him on the bench, that he had not been eliminated, but that he was not my first choice.

"He was very kind and respectful, but he said, 'You are making a mistake. I'm your best candidate for the position.' He called me once a week to stay in touch, was persistent. He started completing the assignments, then asked for the rest of them. He began doing them and working ahead in the licensing process. If I had booted him and not shown him the whole process, we would have lost him. Now he is the best of any rookie I have had in ten years."