

Trait-based performance hiring drives smart talent growth

An established Colorado company identified the need to rapidly grow their service and sales organization in anticipation of rapid growth across the United States.

Given their lack of data and understanding of service/sales rep retention and cost of hire, it was clear that their current talent strategy lacked any meaningful insight to truly help them grow smarter. Furthermore, their employer brand story and candidate outreach were not portraying an authentic experience of what it was truly like to be a part of their service and sales organization.

Our first step involved spending time with their top performers and managers to understand what key character traits set their top reps apart from their low performers. At the same time it was critical for us to understand their current hiring process.

Our Discovery Phase uncovered some critical gaps in their talent strategy, most notably that the role of sales rep in particular was being inaccurately marketed as a role very similar to a call center role. Our understanding, after working sessions and interviews with their current reps, was that their sales role was truly like owning their own business; they just had the support of a larger organization.

The other major concern was the vastly different interview methods being used. This is actually very common in most organizations. There was no standard candidate experience, no method of measurement and no standard process; therefore candidate expectations would be met with disappointment, leading to many leaving after a short time.

Through the delivery of a Quantifiable Talent Persona and our Trait-Based Interview Engine all hiring managers and HR were aligned through this new process. This provided a standard candidate experience and a standard method of candidate screening. The client could begin to gather data that then gave us the ability to link key traits to KPIs as defined by the client. This gave us a baseline to score all candidates against, giving the client a measurable and predictable hiring process for moving forward with the next phases. This phase of work matched with our overall Talent Strategy support has become an integral part of this client's continued growth strategy.

Quick facts

Overview:

Uncontrolled retention, onboarding and hiring cost. Unable to retain talent beyond 3-6 months and attempting to scale the organization by a net 500 employees over the next 12 months by hiring 800 with a written plan expectation of losing 300.

Challenge:

This was a process, mindset and measurement problem. The current hiring process involved minimal screening and hiring new employees on the spot. Lack of a quantifiable screening process led to repeated bad hires. Additional misalignment of the employer brand was a root cause of attracting the wrong talent to the pipeline.

Jobber Value-Add:

- **Built a Talent Persona:** defined key aspects and character elements directly related to the most productive reps and KPI's.
- **Implemented a Measurement Strategy:** launched interview platform and scaled across all hiring managers and locations to evaluate candidate/Persona match.
- **Digital Strategy:** launched new digital strategy and career experience pages to attract key talent aligned with character elements and key competencies.
- **Gather Insights:** data analysis to align key traits to KPIs to measure all candidates against a performance baseline, to predict success before hiring.

Results:

The first 3 hires through our process became the top sales reps in the history of one of their locations. Our Persona-Driven interview process has become the standard screening method creating trait-based hiring data. Retention of candidates through our process has enabled the organization to scale in alignment with key business objectives.