



Beyond Skills & Credentials: Why Culture Fit Matters To Your Recruiting Efforts

Sourcing and selecting great talent involves assessing industry experience, raw skills and prior track record. In other words, the black-and-white facts needed when first considering a candidate for a position. But beyond those assets you must also consider how the candidate will mesh culturally with the organization for mutual contentment. Assessing this fit, while sometimes a sticky, gray area to many, could mean the difference between a long-term fit and an ill fit.

Companies – both large and small – are starting to recognize not only the direct impact of a bad hire, but also the indirect impact on employee morale, productivity, and maybe even customer relationships. The direct cost of a bad hire can be as much as 3x the individual's salary, and even higher when you consider others they affect. And, to make matters worse, potential employees are seeking inside information early in their evaluation process and are turning down high paying positions based on personalities and style. .

So, how do you assess whether a candidate will fit in your organization which is “uniquely yours”? The Baldwin Gilman Culture Fit Assessment suggests you must first start by looking inward. Being honest with yourselves about how decisions are made or work gets done today is the first step. Introspection often leads to awareness of opportunities to improve an organization's culture. Therefore, step 2 needs to include how you would like to change your culture in the future. Executive candidates may possess change management skills which would be necessary for culture transformation. This inward look by key personnel often reveals divergent opinions even within your own team. Baldwin Gilman consultants help to reconcile those issues before you bring another member onboard.

Then the art of matching candidate and company occurs. Your recruiters need skills in asking questions to reveal a candidate's true preference for how they want to be managed, how decisions are made, how long things take, organizational flexibility or progressiveness. This is not easy, since most interviewees are trying to provide the “right” answer. Situational or Behavioral interviewing skills help, but the recruiter must be able to match the candidate's preference with the organization's culture – not a science, but an real art.

The Baldwin Gilman Culture Fit Assessment is unique in the Cincinnati market. It's modeled more after the large national executive search firms. From assessing and plotting the organization to skilled interviewers, clients definitely see the benefits of this more in-depth approach. One of Baldwin Gilman's clients recently went through the process while hiring a VP. And, when Baldwin Gilman brought the few select candidates for face-to-face interviews, any one of them could have been a good fit. They were able to verbalize their distinct culture, which was then applied to the hiring process. Beyond this particular search, they now know where they want to go, and what kind of candidates to look for in the future.

5 Key Points To Consider:

1. **Ask your recruiter to get involved in the creation of your culture fit**, even if you don't have one defined yet. It will yield a much better success rate. A good recruiter should have a process ready and give examples of industries and clients that successfully implemented a culture fit process.
2. **You can afford to be choosy** -- There are plenty of candidates for your open positions, and going too fast or placing the wrong person will only cost you more in the end.
3. **Make sure you and your recruiter are well-aligned** on the type of person you are seeking. Even if your preferences seem unrelated to the job function, the more open you are with the recruiter, the better chance they'll have of finding a successful fit.
4. **Communicate your culture externally**. Even if you have a culture defined already, it's helpful to communicate it externally via the web or your corporate recruiting materials.
5. **Don't confuse quantity with quality**. If you or your recruiting firm includes selecting based on culture fit, then you probably won't have the large pool of people to consider. That only proves that the assessment is working – providing fewer, yet more qualified candidates overall.

For more information on how can help you find the few select best candidates that will fit not only the position requirements, but also the organization's culture, go to www.baldwingilman.com.

THE TRI-STATE'S PREMIER SEARCH & SELECTION CONSULTANTS

www.baldwingilman.com