



The Art of Hiring Right and Crafting High Performance Organisations

Presented by Mark Cunningham from “Growing People Great” -
“Beatmas” in Zambia

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“You cannot
manage what
you cannot
measure”





People are your
greatest asset?

Yes or no?

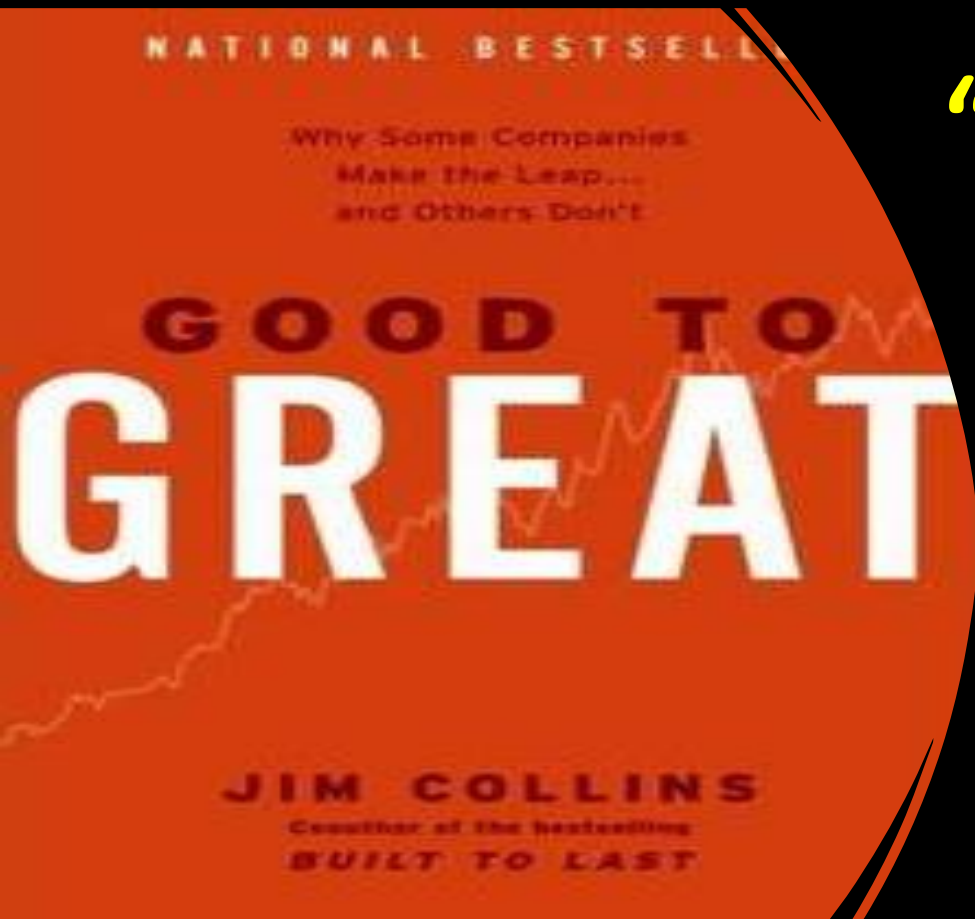


—

“NO”

The right
people are
your greatest
asset





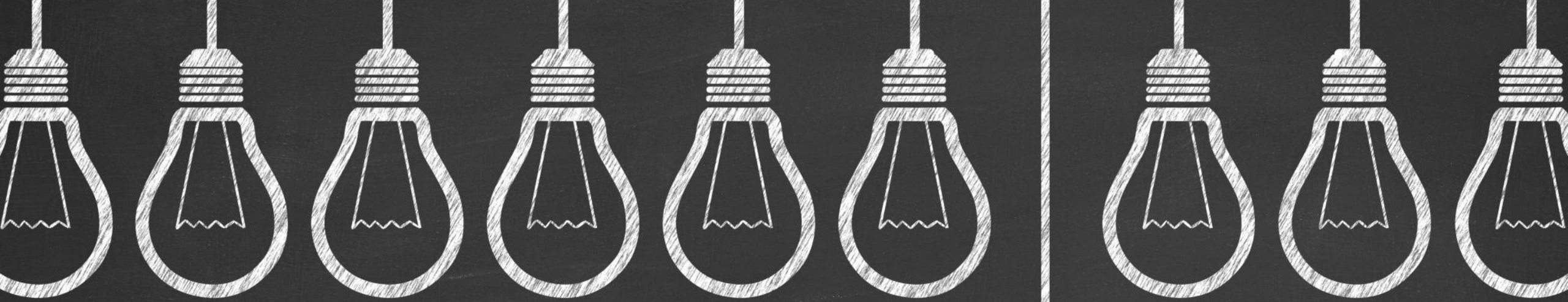
“If in doubt don’t hire”

A group of business professionals in an office setting. A woman in a grey blazer is pointing at a tablet held by another person. Other people are visible in the background, some holding coffee cups. The scene is brightly lit, likely from a window.

The State of Organisations in 2023

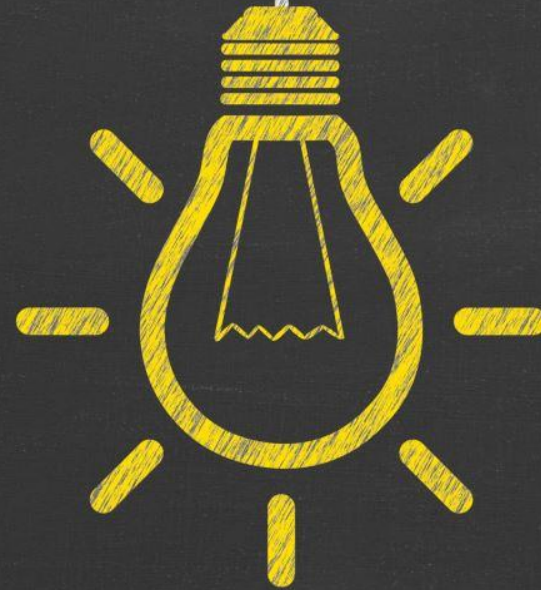
Ten Shifts that are transforming organisations – and what to do about them

McKinsey & Company



6. Walking the talent tightrope

- Research determines that between 20 and 30% of critical roles are not filled by the most appropriate people
- The highest performers are 800% more productive than average performers in the same role



5. Closing the capability chasm

- Companies often announce technical or digital elements in their strategies without having the right capabilities in place to integrate them
- We must focus on people, processes and technology
- Only 5% of organisations have the capabilities they need

1/3

Present

Interviews,
Abilities
testing

1/3

Past

CV's
Experience
References

Company
Fit/Team fit

Skills
Fit

Future

Cognitive ability
Behaviour
Interest

JOB Fit

1/3

FACTS

The chances of identifying individuals who will have a greater chance of success on the job increase with the insertion of the following processes:

Interview	→	14%
Reference checking	→	26%
Personality testing	→	38%
Abilities testing	→	54%



FACTS

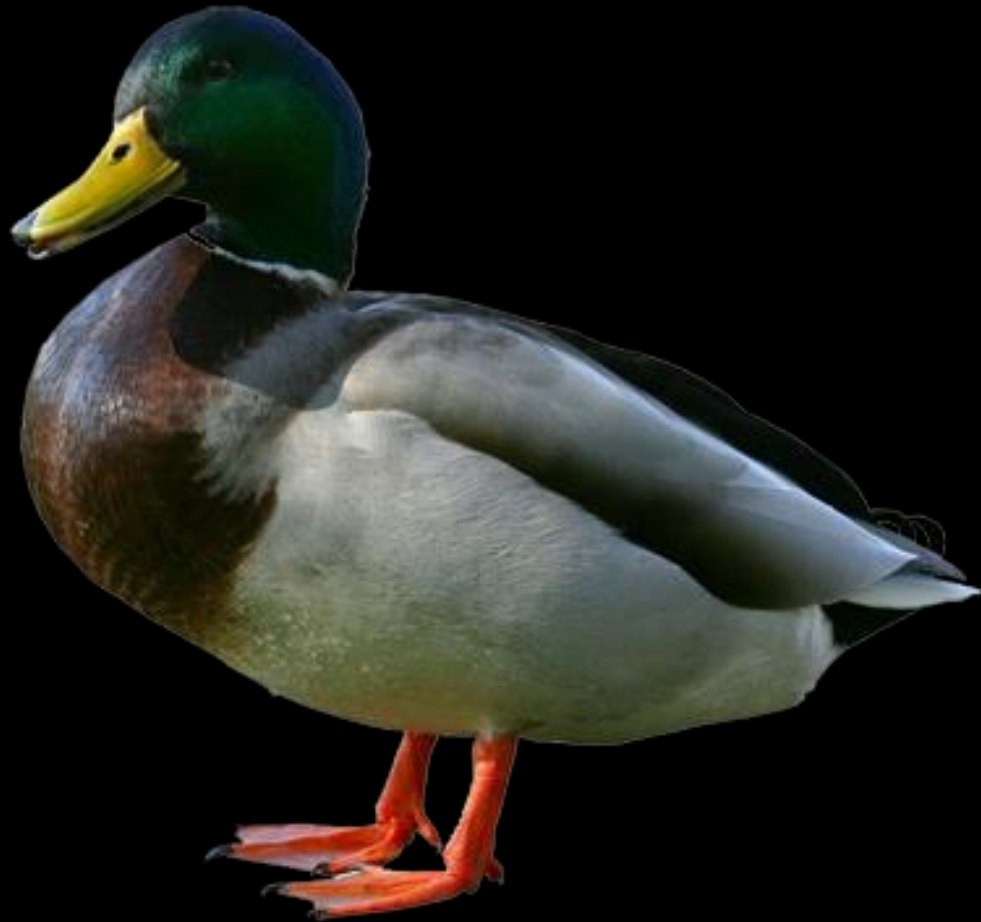


Interest testing → 66%

Job Fit/Matching → 75%

(Source: Professor Mike Smith, University of Manchester, USA, Professors John E. Hunter & Ronda R. Hunter, Validity and Utility of Alternative Predictors of Job Performance, Psychology Bulletin, Vol. 96)

PROFILE XT Assessment



D *ifferent*

U *nique*

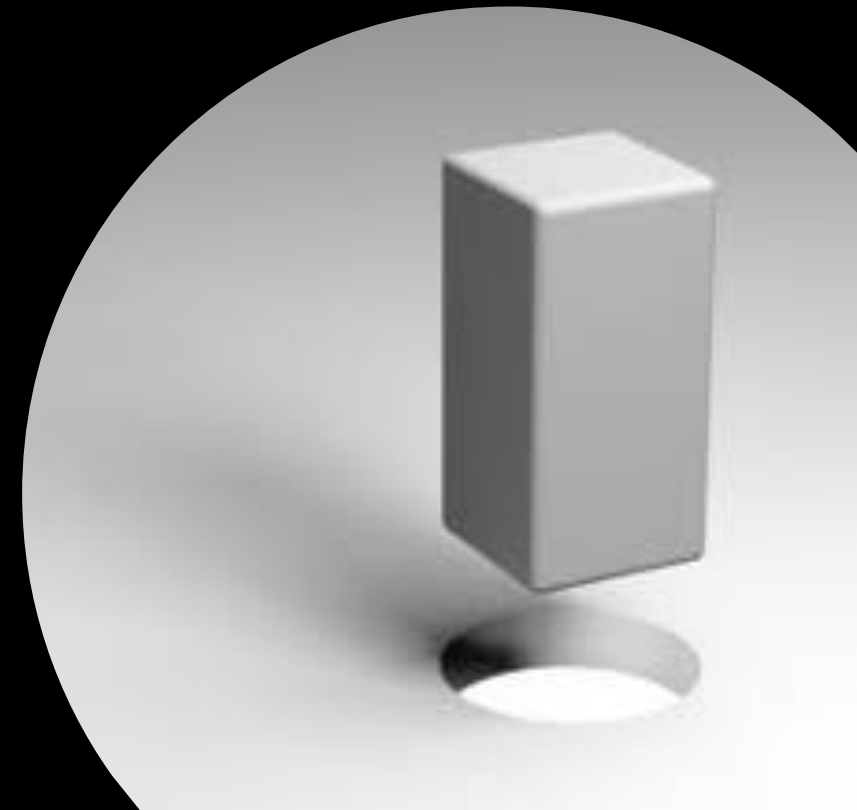
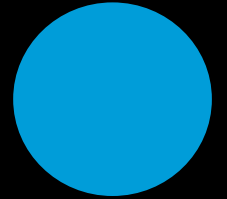
C *omplex*

S *pecial*

THE PXT Select Talent Management System

- Tells us how the person will learn on the Job and whether they can do the job – **THINKING STYLE**
- Tells us how the person will behave on the Job. Where they might be stretched and what areas may be talents – **BEHAVIOURAL TRAITS**
- Tells us whether the person is interested in the Job. **OCCUPATIONAL INTEREST**
- Gives us a predictive match to the person and the job –
- **HIGH DEFINITION PERFORMANCE MODEL FIT**

JOB FIT



Biases during the interview

CONFIRMATION BIAS

AFFINITY BIAS

HALO/HORNS BIAS

Crafting High Performing Organisations

“When the
Leaders are
leading the
people will
follow”



McKinsey Report

7. Leadership that is self-aware and inspiring

- Leaders need to be able to lead themselves and others
- Only 25% of respondents say that their organizational leaders are engaged, passionate, and inspire employees



“The Advantage” and “The Work of Leaders”

Patrick Lencioni
The Wiley Group

Presented by Mark Cunningham



Work of Leaders

1. Craft a Vision
2. Building Alignment
3. Championing Execution



The 5 Behaviors of a Cohesive Team



The Advantage – the case for organizational health

Smart

- Strategy
- Marketing
- Finance
- Technology

Healthy

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover of staff

The 4 Disciplines Model

Build

- Build a Cohesive Leadership Team

Create

- Create Clarity

Overcome

- Overcome Clarity

Reinforce

- Reinforce Clarity

. Build a Cohesive Leadership Team

“ If an organization is led by a team that is not behaviourally unified, there is no chance that it will become healthy”

“ A leadership team is a small group of people who are collectively responsible for achieving a common objective for their organization”

“it is a collective responsibility”