

HIRE.DEVELOP.PERFORM.

VIDEO TRANSCRIPT

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One of the biggest mistakes that I think the retailers make is simply just not investing wisely on the front end of their hiring process. It is one of the most often overlooked areas of the HR cycle. There is an often times a desire to have plug and play pre-hire screening solutions. A lot of retailers come to me and say listen, I have this problem: can you give me an off the shelf solution that I can implement tomorrow. And my answer is yes, but unless your business is identical to your competitors' it is not going to be very effective, because that research, that plug and play solution was built on research from all of your competitors. In order for me to use that in your business, I have to have research somewhere to be able to justify and to be able to defend it against any potential legal liabilities that may arise. Therefore, if you are really going to use assessments well, you need to use them intelligently and use them in a way that is going to really drive the type of value that you are looking for from this investment. Take a couple of months, it is not an expensive process, it does not take that much time. But what you are going to get is a really clear understanding of who is successful in the business and what differentiates those people that are most successful from those that are average, and those that are poor. Understanding where they overlap and where they differ is invaluable information for a business. It also provides a benchmark, because as organizations begin to evolve over time you are going to be able to see how that talent also evolves. You are going to be able to make sure that your hiring process is always in lock-step with exactly what that business is doing. Otherwise, if you are failing to consider the data in that research process, you are always going to be looking in the rear view mirror. Your talent will always lag behind the business, and so it is going to create a gap and it is going to create exposure. Your competitors that are going to be savvier when it comes to pre-hire assessment and selection will have a leg up on those companies that are not willing to make those kinds of investments.