THE COST ORGANIZATIONS ARE PAYING FOR HIRING FOR SKILLS ONLY

Dr Antoine Eid | September 5, 2023

Original LinkedIn article

Remember that employee you thought had great Skills, but you could not motivate? How many of these cases have you encountered in your role as leader?

Remember that you tried everything in the textbook to motivate them, but they ended up leaving to do something else?

Why is it that people we hire based on a qualifying skillset, still end up leaving?

What is the missing link?

The Equation of Performance

For individuals to perform, they need to know how to do something, and be motivated to do it.

I usually use a mathematical formula to illustrate this:

$P = MC^2$

or

Performance = (Motivators + Competencies) ²

Competencies:

They are the result of 2 factors:

- **Talents**: These are inherited traits that give an individual genetic predispositions for higher performance. This concept is widely accepted in athletics, arts, and other disciplines.
- **Learning**: Life learning helps the development of Skills and Behaviors. This is an ongoing process for the rest of an individual's life. It is part of growth.

Motivators:

- **Genetic and Thinking Preferences**: These are influenced by an individual's genetic predispositions that affect the chemical processes that influence different Behaviors, Thinking Preferences, and Cognitive Functions.
- **Environment**: Different elements play a role here: parenting style, influence of peers, teachers, bosses, colleagues and overall cultural influence. These factors define external Motivators that build an environment that may provide a certain level of motivation to perform. We see the effect of that very clearly in teams and organizations with visible leadership influence.

Here's the Interesting Finding:

Out of the 4 listed elements above, 2 are INNATE and 2 are ACQUIRED:

- Innate: Talents and Preferences (Uncontrollable)
- Acquired: Learning and Environment (Controllable)

Here's the interesting part: 30-60% of our personality is influenced by Genetic Talents and Thinking Preferences! This means that in many cases, the controllable part; what you do in terms of teaching them Skills, and devising motivational schemes, is only affecting them to a certain limit.

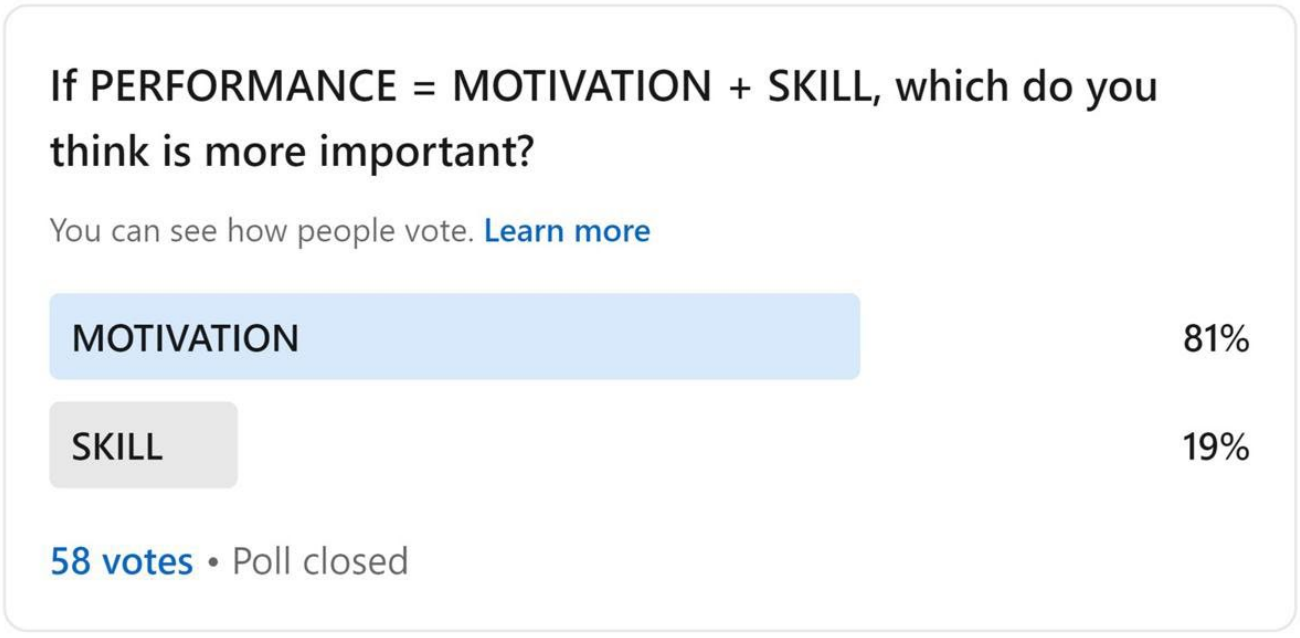
So always ask yourself:

> ***How much do you know about someone's Innate Motivators before you hire them?***

By the time people are hired in your team, they already arrive with a package of these 4 elements. It is essential to understand how motivated they will be at performing at the job long term, and not only whether they have the right Skills for it.

I ran a poll on Linkedin with the question: "If Performance = Motivation + Skill, which do you think is more important?"

The results were out last week. 81% acknowledge the importance of considering Motivators.



The Consequences:

Before I give you some practical advice on how you can measure Motivation, let me show you some interesting statistics on the cost organizations in the US are paying for not considering Motivators during the hiring process:



Yes. The numbers are shocking! Turnover is one of the most dangerous costs in any organization. It's because in many cases, it's a hidden cost. You can view your payroll, and how much you spend on training and developing a new employee. Then you wait on average 3-6 months for them to reach an acceptable level of performance. Then they leave. And you need to replace them. Remember, there's also the hidden cost of not hiring the right person from the start.

All of these costs add up to become one of the most important indicators of the severity of not considering Motivators.

Practical tips to consider Motivators:

The following 4 ideas can assist you to give an equal weight to Motivators while hiring:

1. Job Descriptions:

I ran a quick online exercise and collected a few job descriptions used by global organizations. Almost none of them contained any information related to Personality Traits or Motivators needed for the job. All of them focused on qualifications, education, Skills and experience.

Review your Job Descriptions and consider the Personality and Motivators required for the job

2. Hiring Process:

Does your hiring process focus only on identifying Skills and Experience? How much effort and technique do you put into understanding what makes your candidate wake up in the morning excited to come to work?

Consider Motivators in your Hiring Process

3. Assessment Tools:

Most assessment tools used are behavioral. They are based on measurements of acquired Skills, Behaviors, Attitudes and work Ethics. These are all acquired behavioral aspects of personality. I find Meet Yourself™ to be the only tool that triangulates the 3 sciences of genetics, neuroscience and psychology to address all 3 aspects of Performance.

Use assessment tools that measure Genetic Predispositions and Thinking Preferences

4. Development:

Reflect on whether you might be force feeding Learning and Skills hoping to reach higher performance in areas where your employee does not have high Motivators. People can learn. They need to do what they can to keep their job. But, how much is that affecting their De-Motivation?

Consider Motivators before deciding on the Development Areas

Conclusion:

For years, I have been addressing the issue of properly understanding personality before hiring. It works both ways:

- It helps the employer put the right Talent in the right position. This will save the cost of turnover.
- It helps the employee find the job that makes them feel motivated, productive and happy.

Everybody wins!