

## *Don't Be The Victim Of A Hiring Mistake*

Every employer makes both good and bad hiring decisions. Both are unavoidable. Even the worst hiring system will produce some very good employees on occasion, and the best selection systems will occasionally produce mis-hires, or employees that don't fit the job they are hired for.

No selection process can guarantee that every newly hired employee is the best or even a good match for the job. A good selection process is designed to reduce the probability of hiring the wrong person, regardless of what the person that designed the process says it will do.

The problem is not that employers occasionally hire a bad employee. The problem is that once the bad employee is on the job and gives indicators of being a poor performer, the employer avoids terminating the worker promptly.

A supervisor once said to me that his reason for not immediately firing a mis-hire was that "there is a 90-day probationary period and he has only been here for 30 days."

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## *Is Your Teambuilding an Event or a Process?*

## *Teambuilding Events Don't Work*

Have you ever attended a teambuilding event only to return to work and encounter the same team issues that existed prior to the event? So, why didn't the experience and bonding from the event stick? Why did it have an impact while you were there but little or no residual effect?

Were the participants not committed? Were the event activities lackluster? Was it just "too little, too late" for your team? The answer to all of these could be 'yes.' More likely, though, it's because **teambuilding events don't work**.

Now, don't get me wrong. I think teambuilding events are great and can be a powerful step towards greater team effectiveness. They are not, however, a silver bullet or magic solution. Building a team is a **process** not an **event**.

Are you looking for a one-day silver bullet or are you willing to look deeper at long-term solutions for the challenges your team is facing? If the latter is true, then keep reading.

When I get requests to facilitate a teambuilding event, I begin the process by asking questions. Here are some questions you can ask yourself to begin the **process** of teambuilding.

- What do the words "teambuilding" and "teamwork" mean to you and in your organization? Teamwork is one of those innocuous terms that mean very different things to different people.

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The experience then becomes one that lasts far too long.

While the employer is wrestling with determining the “right” decision, the better employees in the organization have already made their decision. They begin to either distance themselves from the poor performer, complain, or they start doing the extra work that is now required to assure that their performance is not hurt by the new employee’s poor performance. After the first mis-hire, good employees may wonder what went wrong with the selection process.

After additional mis-hires, they will begin to wonder how much longer they will be able to put up with carrying the load for the employee that can’t carry their fair share.



The result is that towards the conclusion of the 90-day probationary period the mis-hired employee is terminated. Unfortunately, bad employees do not always leave by themselves. They often (unintentionally) convince more valued employees that there may be a better place to work.

Employers and their most valued employees are better served when time is invested in terminating the mis-hire rather than trying to make him or her into the next good employee. When newly hired employees are determined to be “mistakes,” their employment should be terminated, regardless of how much time remains in the probationary period.

The chances of hiring a person that is not a good fit for the job decreases when an employer invests quality time in selecting employees, adheres to a policy of not settling for the “best of the bunch,” and terminating mis-hires when it is determined that they are not the right person for the job.

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*Success in business requires training and discipline and hard work. But if you're not frightened by these things, the opportunities are just as great today as they ever were.*

— David Rockefeller, US banker

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Sometimes performance management issues are confused with a general lack of teamwork and teambuilding will not usually help you solve individual performance management issues.

- What are the current challenges that the group is experiencing?
- What is the source of these challenges, and are they truly teamwork issues?
- What are the environmental factors that may be contributing to the team’s current situation (company culture, dept. culture, the management and leadership style for the team, etc.)?
- What behaviors constitute teamwork for you or your organization?
- What are the specific behaviors that you want to see displayed?
- How will you know the teambuilding was effective?

A day or two of teambuilding is a great START and can definitely give the team a kick “in the rubber parts”. Teambuilding exercises get people thinking about the other individuals in the team and their strengths and weaknesses, they can build more



cohesiveness and trust in a relatively short period of time and they can help individuals to consider what behaviors are most effective for optimum team performance.

Recently I facilitated a teambuilding event that utilized the DISC Behavioral Assessment to help participants understand, appreciate and begin to work better with the different styles in the team. One of the participants said, “This is all well and good, but how do we keep what we’ve learned here going? How do we keep ourselves from slipping back into the same behavior?” I gave a hearty ‘AMEN, sister!’ This person was seeking a **process**, not an **event**.

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If you really want to create a highly effective and performing team you must consider a long-term teambuilding plan. Teams aren't just created over night or via a one- or two-day offsite event.

Here are 5 ways to "keep the music playing" after a teambuilding event:

1. **Continue the conversation.** Plan follow-up events, discussions, reports or meetings and consider these part of the teambuilding event.
2. **Keep it regular.** Make room for regular, ongoing teambuilding in team meetings, along with your other business agenda items. As a leader, rotate responsibility to other team members to facilitate the teambuilding activity and increase "buy-in".
3. **Commit to it in writing.** With the team, create a Team Charter outlining the appropriate behaviors the team will engage in and post it during meetings or in the teams' work area.
4. **Train the team.** Hold periodic skill development training on topics that impact team effectiveness like conflict management, peer accountability, project management or receiving and delivering feedback. Issues like these have a direct impact on a teams' effectiveness.
5. **Special events.** As long you're also committed to an ongoing teambuilding *process*, special *events* are a great way to give the team a "booster shot" and sends the message to team members that what is accomplished is as important as how it's accomplished. These don't have to be full days, and they don't have to be focused only on teambuilding. Teambuilding can be mixed in with other agenda items to create a balanced and valuable team development event.

By approaching teambuilding as a process, not an event, you will achieve more lasting change that will have a greater impact on your teams' effectiveness and ability to produce results.

If you need assistance in creating your teambuilding plan don't hesitate to contact Harmony at 901-272-7390 or [info@harmonycc.net](mailto:info@harmonycc.net).

## *Schedule of Public Courses*

The following courses are offered by Harmony Coaching & Consulting in a public forum.

Course Title	Location	Date & Time	Registration
Coaching & Counseling Skills	University of Memphis Continuing Education	Friday, October 6 <sup>th</sup> 9:00 – 5:00	For more information or to register go to <a href="http://www.coned.memphis.edu">www.coned.memphis.edu</a>



# ONE MINUTE IDEAS

## Cell Phone – Do Not Call List

Just a reminder that cell phone numbers not registered on the 'Do Not Call' list are susceptible to telemarketing companies and you may already be receiving sales calls. In most instances, YOU WILL BE CHARGED FOR THESE CALLS... To prevent this, call 1-888-382-1222 or visit [www.donotcall.gov](http://www.donotcall.gov) and register your cell phone number on the National 'DO NOT CALL' list. It will only take a minute of your time and it blocks (registers) your number for five (5) years.

Not sure if you're already registered – visit the web site and find out.



NATIONAL  
DO NOT CALL  
REGISTRY



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## Announcing Harmony's New Programs for Teams –



Today's workplace is a constantly changing environment that requires flexible teams made up of skilled individuals. Harmony is offering customized team effectiveness programs to help your teams operate at peak performance. Designed to help you build the foundation and process for creating the team of your dreams Harmony can bring you:

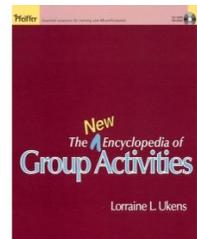
- ✓ **The 5 Foundations of a Team:** This program turns Patrick Lencioni's *The Five Dysfunctions of a Team* 180° and looks at the key characteristics of effective and high performing teams: Trust, Healthy Conflict, Accountability, Commitment, and Attention to Results. This highly interactive business based program can be perfect for new as well as existing teams wanting to 'go back to the foundation' of what effective teamwork entails.
- ✓ **High Performance Teaming:** Developing teams that can accomplish tasks in a more efficient and effective manner are the objectives of every leader. In the High Performance Teaming Program, Harmony works with Team Leaders and members to develop a program that helps new or existing teams pinpoint their mission/vision, develop trust and cohesion, identify objectives and success factors, team effectiveness norms, work processes and procedures, and enhanced communication.
- ✓ **Customized Teambuilding and Meeting Facilitation:** As we discussed earlier, building teams is a process not an event. Thus, ongoing team development is crucial to continuous improvement and team effectiveness. Harmony can work with leaders to conduct totally customized, highly experiential teambuilding programs as a part of regular meetings or work with leaders to incorporate team building into special focus meetings/events. Utilizing our vast experience and knowledge of team development we can help you develop the team of your dreams.

With Harmony facilitating these programs, improved teamwork is only a phone call or key stroke away. For information on these or other Programs for Teams visit our website at [www.harmonycc.net/teams.asp](http://www.harmonycc.net/teams.asp) or contact Bill Burtch at 901-272-7390.

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### Resource of the Month –

*The New Encyclopedia of Group Activities* is an expansive collection of hands-on activities and games that will help you explore the many elements of group process skills. This thoroughly revised and updated resource covers a multitude of content topics that you can use in a variety of group settings. The 150 new activities offer creative exercises that will give you the tools you need to provide appropriate activities for any group purpose. Whether searching for a serious foundational process activity, a light transitional learning skill building game, you will find something here to meet your needs.



To order this and other great books to go <http://www.harmonycc.net/links.htm>

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**Harmony Coaching & Consulting** is in the business of maximizing human talent for individuals and organizations in various industries. We accomplish this through the analysis, design and implementation of [Human Resource Programs](#), [Professional Development Training](#), [Personal Executive Coaching](#) and [Assessments](#).



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