

# teamworks

Making the Workplace Work for You



## “Right Bus, Right Seat, Right Direction in the Workplace”

The Right Personality for the Right Position



### Is your personality type the perfect fit for your position at work?

The owner of a finance company told me he was trying to hire the right receptionist for his business. I asked what the qualifications were to find the right one and he said, “Friendly and helpful, good customer service skills, a warm inviting presence, and one who can handle conflict in a professional way.”

He went on to say he was torn between two applicants. One had former experience in office management and working with people, along with the appropriate

credentials and education. The other didn't have a long history of office experience and did not have a formal degree, yet her engaging way and comfortable presence in the interview was the exact fit for what he was looking for in his company.

He then said something like “We need someone who will be on the right bus in the right seat so we can all arrive at our destination together.” He hired the inexperienced applicant and has not regretted it since.

## The Right Personality for the Right Position

It has been proven over and over again that to have the wrong person in the wrong position (be it management or staff) can be very costly, not only for the morale of the organization, but also for the financial stability. Between the hiring cost, loss of productivity, and the time it takes to train a new hire, organizations are spending double the amount they originally would have—compared to if they had done it right the first time.

Guesstimates suggest that it costs 10% to 15% of an employee's annual salary to rehire. If the employee being replaced makes \$40,000 per year, that could cost the organization an average of \$5,000 for one misplacement. If that happens more than once in a calendar year, you do the math!

In addition, it is known that a misplaced performing employee will negatively impact the other employees, could drive down sales, and may cost the business a lot of undue conflict and frustration, both for the individual who is misplaced as well as other staff. On the other hand, **hiring the right person** can assist the business to move in a positive direction and become more efficient and successful in the future.

Just like the finished pieces of a puzzle create the desired results of satisfaction and accomplishment, so there is a sense of true satisfaction for all when the right person fits snugly into the culture of a particular position.



However, there are a couple of cautions when it is time to fit the right person where they will thrive:

### Two Red Flags

#### 1. Moving too quickly to fill the position

If finding the right fit is an overall deal breaker for a company, one would assume the organization would be more methodical in their choice rather than be impulsive. I think many offices have regretted hiring too quickly, while others were satisfied by waiting for the right chemistry in their new hire.

“We’ve accepted the discomfort of a long, drawn-out hiring process,” says Chris Savage of Wistia. “We’ve interviewed hundreds of candidates for individual roles, and every time we waited for the ‘right’ person, it paid off.”

#### 2. Hanging on too long to the wrong person

Why would any organization hang on longer than they should when they KNOW the employee is in the wrong position? A few common reasons would be:

- A sense of loyalty and/or personal connection to the individual.
- The hard skill of competency is intact (although their communication and relational skills are not) so the company cannot afford at a busy time to lose the production the employee offers.
- The inability to accept reality and face the changes that need to be made.

# The Right Personality for the Right Position

## Ideas for Choosing the Right Person for the Right Position

So what are some tips or ideas that can help nail it down right the first time?

**The person doing the interviews must have a working knowledge of the specific organizational needs.** What is the corporate focus? Will they fit the overall environment or cultural needs? If your mission statement focuses on customer service, is the applicant a natural or would they rather not have a lot of contact with the public?

**Does the potential hire match the skill requirements for the job?** Although they may not have the exact experience necessary, hard skills can be taught or trained. Yet it still is recommended that they show some DNA of possibilities for the position.

You also may want to ask what they are best at doing, as well as identify areas that would be a stretch for them.

Perhaps you can also have a roleplay scenario or project they can work on with you or the other candidates to observe how they engage with others and what their process is in arriving at solutions.

**Have them meet your staff.** If possible, allow them to observe your staff in action and/or allow staff to participate in asking questions, etc.

**Finding the right personality type for the right position.** This could be the most important qualification of all. For example, you should never put an introvert who dislikes conflict and works well alone at the front desk dealing with a variety of situations involving conflict.

Similarly, you would not want to have the extrovert isolated in a cubicle to work all alone. They would rather be stabbed in the head with a pencil!

## Fitting the Right Personality in the Right Position

Here is some brief information on the four basic personality types and where they generally fit best in the organization.

1. The Powerful Leader. Best at decision making, having a clear vision for the organization, and are almost always in a leadership or administrative role. Frequently they are Business Owners, Directors, CEO's, or Leads.

*Note: They wouldn't last long if they didn't have opportunity to grow and climb the ladder. They don't play second fiddle that well.*

2. The Perfectionist Planner. Best at detail and organized planning, they are great assistants or backup to the top administration. We find them in H.R., Accounting, Healthcare, Education, and Research. There are no shortcuts with them and they keep and hold in high regard protocol or corporate standards.

*Note: Professionalism and integrity is everything to them. A chaotic, inconsistent work environment could push their limits.*

3. The Practical Peacemaker. They are best at keeping balance and a friendly atmosphere at work. Generally we find them in Mechanics, Engineering, Mediation, Graphic Design, and I.T. They would excel at any position that calls for methodical planning or logical reasoning.

*Note: They appreciate a work environment that is collaborative, yet they work well alone. Conflict resolution would be their least desired experience.*

4. Enthusiastic Extrovert. They are best at customer service, sales, public speaking, and motivating an enjoyable workplace environment. They are not hard to spot in an interview because they would also ask questions and have an engaging discussion if allowed.

*Note: They are extremely friendly, but would not do well in a critical or negative work environment.*

## The Right Personality for the Right Position

Some organizations use a personality profile instrument as a part of the interview process, which is highly recommended. The one I recommend and use is called “Wired That Way” and can be ordered from [www.classservices.com](http://www.classservices.com).



*When staff are placed in the right bus, in the right seat, going in the right direction, all of the passengers (staff and clients) end up at the desired destination and the ride is much more satisfying and smooth!*

For more information regarding Professional Boundaries in the Workplace go to [teamworks-works.com](http://teamworks-works.com) and click on “workshops” or email me at [bill@teamworks-works.com](mailto:bill@teamworks-works.com)



Bill Gallagher has been counseling and working with professionals since 1980. His emphasis in the workplace is to help develop both relational skills and professional standards among administration and staff. He has worked in multiple organizational settings and of recent has spent most of his time addressing workplace issues in healthcare and city government.

Bill formed TeamWorks in 2001 to help organizations achieve their goals for establishing high morale and client satisfaction. TeamWorks currently specializes in offering one-on-one surveys and evaluations for management and staff to assess the current culture's needs and recommended trainings going forward.

In addition to conducting a variety of workshops and in-services on workplace issues, Bill mediates conflict among partnerships and staff relationships, speaks at conventions, facilitates management retreats, and offers personal consultation and counseling for staff.

Bill's strengths are in public speaking, mediation, and understanding the complexities of relational dynamics in the workplace. He lives in Medford, Oregon, with his wife Jenny, and enjoys spending time with their five children and five granddaughters.