

The importance of selecting the right person for the job

By Nathan Chanesman



“People who choose their careers based on their natural talents are much more productive and happier at work. Those who take on jobs that are not in harmony with their personal style find it hard going...”

Confucius is quoted as saying, that *“if you’re in a job you love you’ll never have to work a day in your life”*. It’s a great quote because it sums up the importance of being in a job that matches your personality style.

As children, we’re taught that certain shapes are the perfect match for each other and once we’ve realised we can’t jam a square peg in a round hole, it doesn’t fit, life begins to take shape.

So it is with careers and jobs. Not every person is suited to every job. Some jobs require precision and accuracy; others require networking and presentation. Some are all about tasks; and others all about people.

Indicators point the way

Our behavioural style - how we act and behave - is determined by the intensity of each of four key indicators. Myprofile.com.au, a behavioural assessment tool, calls these Driver, Promoter, Supporter and Administrator. We each comprise all four, however it’s the intensity of each that makes us who we are. If we are more Driver then we are likely to be more assertive and in control. Supporters are more considerate and patient. Each indicator has its own unique characteristics and when blended together influence how we do things and what types of jobs we are best suited to.

The great management expert Peter Drucker, wrote, “to be successful, every business needs to have four types of people. An action person, a front person, a people person and a thought person”.

The action person or driver is the entrepreneur, the one calling the shots and telling everyone what to do and is in control. The front person is the promoter. This person is out there telling everyone about the product and service. The people person is the supporter. They make sure that everyone is cared for, looked after and well managed. The thought person is the administrator. They look after the detail, the regulations, compliance and make sure things are done right and on time.

Each of these types has a job that fits more comfortably

People who choose their careers based on their natural talents are much more productive and happier at work. Those who take on jobs that are not in harmony with their personal style find it hard going. They can do the job, but it’s not a job they feel comfortable in.

Not only does each style favour a particular job but each has different priorities and values. Drivers value results and success whilst Promoters value recognition and reward. Supporters value self worth and contribution and Administrators value knowledge and commitment.

Bringing these styles together to work in harmony creates great teams who support each other but who each contribute what they are good at. A good friend of mine once told me, “always hire your weakness”. Hire people to do the jobs you can’t or don’t want to do. Then let them get on with it.

Drivers, for instance, need to hire people who can work with people and form great relationships. Promoters need to hire people who are detailed oriented. Supporters need to hire people who work at a faster pace and who are prepared to take risks. And Administrators need to hire people who are good at socializing and networking.

Working together as a team

The Tour de France cycle race is one of the most difficult. It’s both a team event and an individual challenge. To win, teams need to be disciplined and coordinated. Each member of the team has a job to do and each is a specialist at that task. There are those that are great at hill climbs, those that do well on the flat and those speedsters that specialise in the time trials. Together they work as a team because the underlying principal is that you can’t be great at everything and that a lone rider has little chance of outracing a small group of riders who can take turns in the strenuous position at the front of the group.

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It's like that in your business. You don't stand a chance if you try and do everything yourself. You need others to take the lead from time to time and utilise their individual talents and skills that you may not possess.

Who are the personalities in your team?

Drivers in your team

Drivers are great at establishing outcomes and goals and moving things along. They like to take charge and will often be the first and last person to speak. Although this positive, 'take charge, can-do' energy can be exciting, Drivers can also be very 'black or white' in their views. They have preconceived views of what needs to happen by when and will persuade others to accept their decision.

Promoters in your team

Promoters love group activities, meetings, think tanks and anything where they can share their ideas and talk. They are valuable contributors in group discussions and will support other people's ideas provided they can get enthusiastic about them. Promoters can lead the group away from the key discussions off on a tangent. They do this by suggesting a new angle or a variation on an idea. Because they get enthusiastic they tend to over commit their time and as a result they often don't deliver. They can often take too much on.

Supporters in your team

Supporters are the easiest of all the styles to get along with. They enjoy working in a group and being a part of the common good and collective effort. They are not looking for personal recognition and prefer others to take the limelight. They are practical and down to earth people who will complete their assignment and follow through on what they say they will do. They can commit too much of their own time to help others, sometimes at their own expense. In a group they can often appear to be too easy going and not say what they really think.

Administrators in your team

Administrators bring objectivity to the group. They are not influenced by emotions and they are the voice of reason. They are observant and good listeners. They can summarise the major issues and present them with clarity. Sometimes Administrators can be too negative and critical of new ideas. They tend to under contribute even when they've got something worthwhile to offer.

Most people are fired because of behaviour

The important lesson regardless of the size of the business is that some people are better suited to do a job than others. Simply hiring people because they've done the same job elsewhere maybe an easy choice but if you want to build an exceptional practice then you must take into consideration the personal style of each staff member.

In a practical sense, if you had a choice of applicants and all had the skills, experience and qualifications you wanted, then you would choose based on how well their personal style matched the job. In that way, you would minimise hiring mistakes. We tend to employ people based on skills and qualifications but we fire based on behaviour. It is their behavioural attitude that we need to discover before we introduce them to our patients, colleagues and fellow staff.

To find out more about personality styles and conduct a profile assessment, visit www.myprofile.com.au

About the author

Nathan Chanesman conducts workshops on "reading people styles" and "relationship selling". He is a published author on relationship marketing and teaches sales people how to improve their effectiveness by improving their people skills. Nathan is co-founder and CEO of Myprofile, an online personality assessment service. His company Employnow is a specialist recruiter assisting dental supply companies find the right people. He can be contacted on 0418-100-012 or nathan@employnow.com.au



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