



By Boaz Fischer on Mar, 26 2018

## HAVE YOU HIRED THE WRONG STAFF?

And is there an employee that is placing your organisation at risk because they are not engaged, content nor happy?

How would you know whether any of your employees are opposing your organisation mission and objectives? One would hope that isn't the case, but how would you know? And if that is the case, what risks and perils is your organisation signed up to and are you aware that you may have an insider threat?

Many candidates typically go to the job interview with the same strategy. Show your strength, prove your worth, exude confidence, and tie your experience to the needs and qualifications spelled out in the job description. This is usually all it takes to make it as an employee if you are the chosen candidate.

On the other side of the equation (from the employer side), the hiring process usually starts with a needs assessment possibly facilitated by HR. A formal job description is the likely product of the needs assessment which can then be used in structuring candidates for the job.

Competency based interviewing can be a good way to solicit and verify candidate qualifications, including technical skills and capabilities. Then a good employee match with the job description should ensure the persons to fulfil the job responsibilities.

But here is the question. If after all due diligence and process of verifying their references, skills, capabilities and trustworthiness, how would you know whether this person is really the right person and the right fit?

The harsh reality is sometimes the person you offered the job isn't the same person who ends up working for you.

Granted, it's important to recognise that there is a learning curve in effect and everyone deserves a fair chance. But at the same time, failure to recognise what is obviously a bad fit can have far-reaching consequences for your workplace, affecting everything from productivity, morale, costs to your organisation and potentially unwanted business risks and we refer this as a potential to become an "Insider Threat".

Great employees will continue to try and impress, while troubled employees will shirk, demean their work and their environment and may even place your organisation at risk.

But how can you tell if you've made a hiring mistake?

The answer lies in a single key fundamental element that most organisations rarely ever take into considerations - **TRUST**

**Trust** is one of the most powerful forces in the human social interactions. People want to be trusted. They respond to trust. They thrive on trust.

**Trust** is the social underpinning of social behaviour and social reality. In today's global economy, trust is king.

**Trust** is the key denominator to all our lives. Should it be removed, it will destroy the most influential leader, the most powerful government, the most successful business, the most thriving economy and the deepest of love.

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### About the author

Boaz Fischer is the CEO and founder of CommsNet Group and a recognised leader in promoting and addressing security best practices, awareness and governance. Boaz has written over 50 security articles that are freely available online that with security trust, cloud, mobile, social media and much much more.

On the other hand, if developed accordingly, it has the potential to create unparalleled success and prosperity in every dimension of life.

Yet, we take trust for granted. It is the least understood, most neglected and most underestimated.

Trust is a function of two things (taken from Stephen Covey book – “The Speed of Trust”)

- **Character** is based on integrity, motives, value, beliefs and intent and
- **Competence** is based on skills, capabilities, references and results.

For example:

- You might think a person is sincere and honest, but you won't trust him or her if they can't get results. This is typically typified by politicians. They have abundance of intent, but rarely do they deliver results. Politicians rarely “walk their talk” as the saying goes.
- Also, a person might have great skills and a good track record, but if they don't show integrity or humility, then they are not likely to be trusted. This is typically typified by business people who thrive on power at the expense of others

Chances are that when you finally did employ that fantastic candidate, you only assessed their capability, but not their character.

Chances are that if you do have an employee who's not fitting into your workforce, it's probably because your employee's values and principles are misaligned with the corporate values, mission and goals. Such a case, would require the person to be respectfully but expeditiously ushered out of the organisation.

#### **What can you do about it?**

Here are some suggested recommended steps to minimise the potential of misalignment between your corporate and your potential employees.

- Recognise that every candidate and employee is unique.
- Recognise that every candidate and employee have different behaviours, values, beliefs, aspirations and motivations.
- Develop a character evaluation program that assesses the alignment of values between the candidate and your business.
- Develop an employee engagement program within your business. In a recent Gallup survey, found that in the US, employee disengagement was sitting around 70%. There is a direct correlation with the level of disengagement and business risk and loss of productivity. On the other hand, highly engaged organisations have around 37% fewer sick days, 30% higher productivity and up to 2.5 times better customer satisfaction

#### **Need Help?**

Do you want to know how your people are feeling within your organisation? Want to understand why you may have a great deal of staff churn? Perhaps you are worried about your people that may be placing your organisation at risk, but don't know whom?

Contact us, and schedule a time to discuss how we can help you. You can call us on +61 2 6282 5554 or further still, visit our CommsNet Group website -

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