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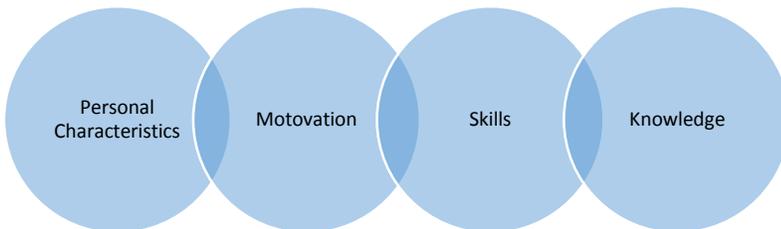
## From The Desk of Cindy Carlson



### The Four Dimensions That Truly Matter in Hiring

Does this sound familiar? You interview a candidate who has deep healthcare knowledge of your industry and checks off every box in the ‘skills’ section of the job description. They assure you that they are the perfect fit for the position, able to hit the ground running on day one. They look great on paper and seem to be excited about the job. You make an offer, the employee starts working, and soon you are inundated with red flags and problems coming at you from all sides.

What went wrong? Did you assess the two most important criteria for any new hire personal characteristics and motivation?



There are four key hiring dimensions: #1 personal characteristics, #2 motivation, #3 skills and #4 knowledge. Most hiring managers focus just on skills and knowledge. And while these are critical to predicting the success of a potential hire, you need equal focus on personal characteristics and motivation.

For the most comprehensive picture of a potential candidate, you have to look at all four dimensions. In our practice at Reitman we first determine if we have a good person.

1. **Personal characteristics** are just that—core to one’s personal character. They are what make a person who they are and are often difficult to change in a business context. Most often people fail at a new job not for lack of knowledge and skill, but for performance issues related to these soft skills.

When evaluating personal characteristics focus on:

- Integrity
- Intelligence
- Judgment
- Passion
- Communication

**Reitman HealthCare and Science** has provided staffing services to the healthcare and science industries for over 27 years. Our clients include the full range of providers including; hospitals, rehabilitation facilities and services, nursing homes, community health, behavioral health and home health providers, medical laboratories, medical dental, podiatric, optometric practices and medical science products manufacturers, service providers and retailers.

### Recent Placements & Current Engagements

**Organic QC Chem Tech-  
New Haven, CT**

**Director of Transitional  
Living- COMPLETED**

**Medical Receptionist-  
Branford, COMPLETED**

**Call Center, Ambulatory  
Transport- North Haven, CT**

**Home Health Care,  
receptionist (part-time)  
Orange, CT**

**Bio-Pharma Executive  
Assistant- New Haven, CT**

- Initiative
- Energy
- Coach-ability

2. **Motivation** is next on the list and this is most often deeply embedded and often the best determinant of a good fit for the role. Because work environments, stress levels, challenges and team dynamics can vary greatly, misalignment in this area is one of the primary causes of job dissatisfaction and under performance.

One of the reasons motivation is so important is that people who are a great fit to the role and environment will find much more personal growth as they rise to the challenge of a job they enjoy.

3. **Skills** are obviously special in healthcare but they do require some reframing. Most people think of skills in terms of job-specific expertise. We recommend equal focus on the more foundational skills including: interaction skills, communication, project management, organization, the ability to handle rapid context switches, etc.

4. **Knowledge** is particularly important in healthcare, but it is the most easily impacted. As a result, when evaluating this dimension, focus on the knowledge that the candidate already has, but also assess their foundation and framework for gaining new knowledge, as well as how able and willing to do so (coach-ability).



So, in our experience at Reitman, placing too much emphasis on skills and knowledge at the expense of the other two dimensions causes the majority of hiring mistakes. Remember, just because a candidate knows their domain inside and out doesn't mean they are a good team player or that they are committed to your mission.

At the end of the day, to determine whether a particular red flag or concern matters in predicting a candidate's success, a good rule of thumb is to ask yourself: can it be changed or learned? If the answer is no spare yourself a hiring disaster and move on.

\*Source: Gary Swart- CEO, Odesk

As always, we welcome your insights on these and other hiring, selection and retention trends.

Please contact me with your experiences on this topic or if I can be of assistance;  
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