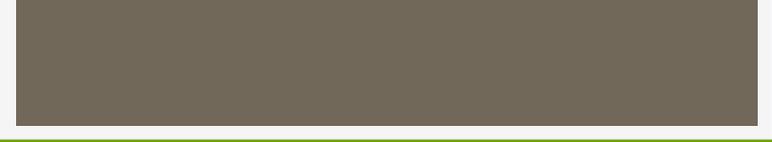# MPV_COMA Communication and Managerial Skills Training
Seminar 6

Ing. Daria Borovko

Content

- Employee recruitment and selection
  - Job applicant's view
  - Company's view
  - Selection interview (Exercise)
- Feedback
- Performance appraisal

Job applicant's view.
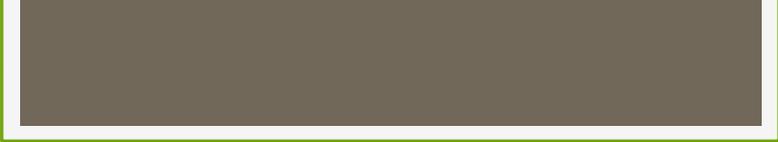## Finding Career Direction

- **Talent-based approach:**
    - Who Am I?
    - What Do I Want to Do?
    - How Do I Get Hired?

Finding Career Direction
1. Discovering who you really are

- **Exploring Your Talents**
  - When have you been most committed, passionate and enthusiastic?
  - What do you consider to be your greatest accomplishment?
  - When have other people considered you to be most successful?
  - When have you enjoyed your work most?
  - For what would you take a very strong stand?
  - What activities are you drawn towards out of work?
  - If money were no concern, what would you be doing?
- **Personality Inventories** (tests)
- **"Who I Am" Statement**

Finding Career Direction
1. Discovering who you really are

- **"Who I Am" Statement**
- What your talents and strengths are
- The talents you achieve most with
- The activities you get most satisfaction from
- The type of activity the psychometrics you've completed guide you towards

Finding Career Direction
2. Finding out what you want to do

- Exploring the Options You Know About
  - jobs that would suit someone with the talents and interests in your "Who I Am" statement
- Career Tests
- Thinking Further
- Choose 5-6 top choices
- Perform career research

Finding Career Direction
3. Answering "How do I get hired?"

- Long-term vision in terms of your career
- Career plan (steps to take to accomplish long-term goal)
  - What qualification should you get?
  - What experience should you build?
  - Which organization will give you the best start?
- Implementation plan
  - Short-term goals
- Contingency plans
  - "What-if" analysis

Personal SWOT analysis

- **Strengths**
- What advantages do you have that others don't have (for example, skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

Personal SWOT analysis

- **Weaknesses**
- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.
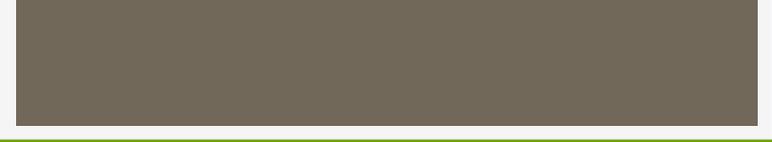
Personal SWOT analysis

- **Opportunities**
- What new technology can help you? Or can you get help from others or from people via the Internet?
- Is your industry growing? If so, how can you take advantage of the current market?
- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your company, and how can you take advantage of them?
- Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?
- Is there a need in your company or industry that no one is filling?

Personal SWOT analysis

- **You might find useful opportunities in the following:**
- Networking events, educational classes, or conferences.
- A colleague going on an extended leave. Could you take on some of this person's projects to gain experience?
- A new role or project that forces you to learn new skills, like public speaking or international relations.
- A company expansion or acquisition. Do you have specific skills (like a second language) that could help with the process?

Personal SWOT analysis

- **Threats**
- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?

Job applicant's view Selection interview.

- https://www.youtube.com/watch?v=PZdjoqQrhbU&list=PL51B13391A176E8F5
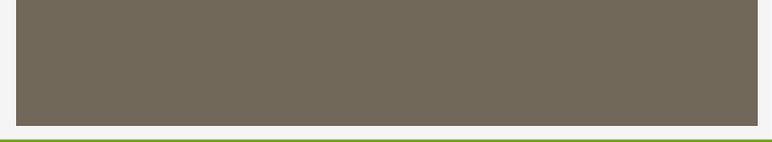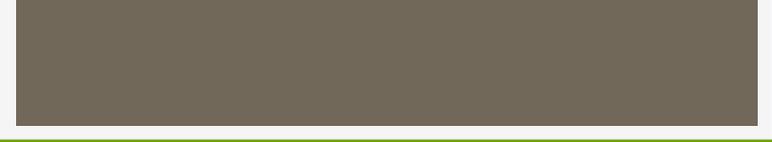
Employee recruitment and selection. Company's view

1. Develop accurate job descriptions
   - Roles (duties, responsibilities)
   - Skills
   - Personality attributes
   - Relevant experience
2. Compile a "success profile" for key positions
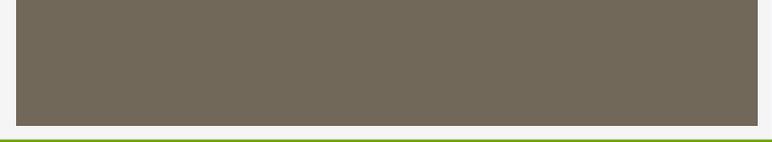
Employee recruitment and selection. Company's view

3. Draft the ad, describing the position and the key qualifications required

4. Post the ad in the mediums most likely to reach your potential job candidates

Employee recruitment and selection. Company's view

5. Develop a series of phone-screening questions
6. Review the resumes you receive and identify your best candidates
7. Screen candidates by phone
8. Select candidates for assessment
9. Assess your potential candidates for their skills and attributes
10. Schedule and conduct candidate interviews
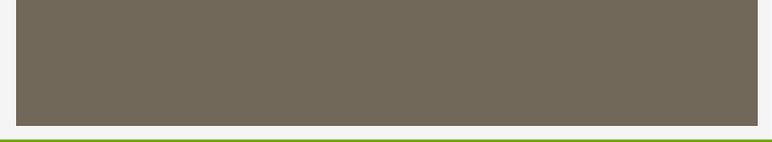
Employee recruitment and selection. Company's view

11. Select the candidate
12. Run a background check on the individual to uncover any potential problems not revealed by previous testing and interviews
13. Make your offer to the candidate
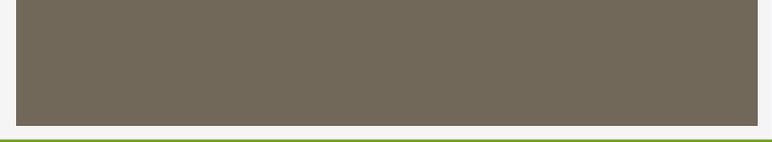
Employee recruitment and selection. Common recruitment mistakes

- Failing to define the position being offered
- Underestimating the importance of corporate culture
- Taking sole responsibility for hiring
- Failing to prepare for the interview
- Providing an inappropriate setting for the interview

Source: http://www.marsdd.com/articles/recruitment-selection-and-hiring/
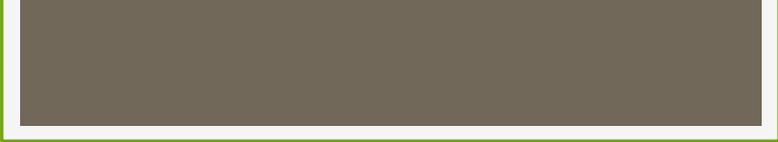
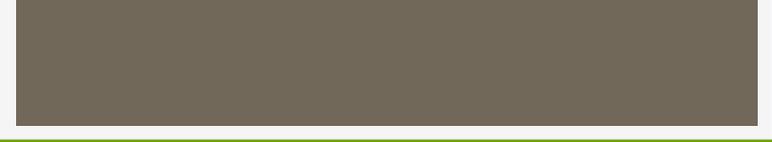# Selection interview.

- Exercise.
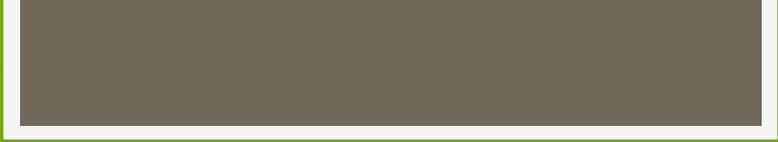
Feedback

- Constructive feedback is information-specific, issue-focused, and based on observations.

Feedback

- How to give negative feedback in the workplace

https://www.youtube.com/watch?v=1AtT8a1EJ6k

How to give negative feedback in the workplace

- Get your emotions under control
- Find a private place
- Consider timing
- Focus on the actions, not the person
- Be direct
- Describe specific behaviours
- Stop talking and seek confirmation
- Reaffirm your faith in the person
- Define positive steps, provide possible solutions and be goal orientated
- Document the feedback for future

Feedback

- Feedback: fixing performance problems

https://www.youtube.com/watch?v=EejwZEOLzRU
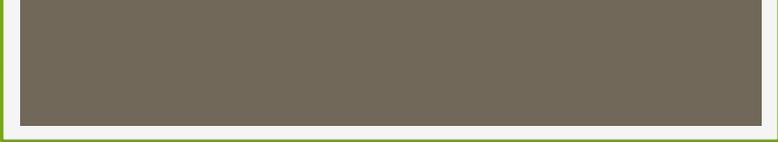
Feedback: fixing performance problems

- Be specific
- Explain how it looks to you
- Ask how it looks to them
- Focus on the facts
- Be courteous and respectful
- Agree on the steps to fix the problem
- Review outcome

Feedback
Receive Feedback With Grace and Dignity

- Try to control your defensiveness
- Listen to understand
- Try to suspend judgment
- Summarize and reflect what you hear
- Ask questions to clarify
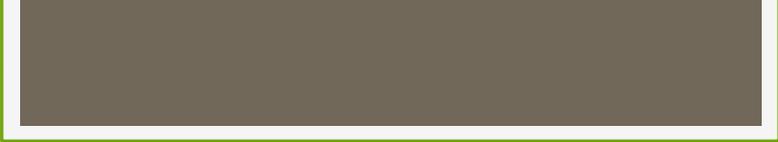- Ask for examples
- Be approachable

Feedback
Receive Feedback With Grace and Dignity

- Just because a person gives you feedback, doesn't mean their feedback is right

- Check with others to determine the reliability of the feedback

- Remember, only you have the right and the ability to decide what to do with the feedback
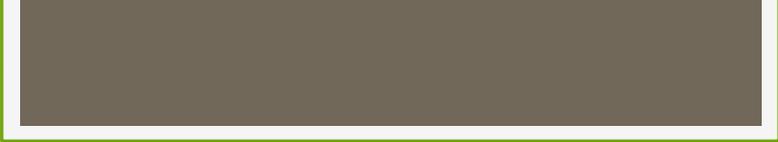
Feedback

- Exercise

Performance appraisal

- a method by which the job performance of an employee is documented and evaluated.

Performance appraisal.
Benefits

- Facilitation of communication
- Enhancement of employee focus through promoting trust
- Goal setting and desired performance reinforcement
- Performance improvement
- Determination of training needs
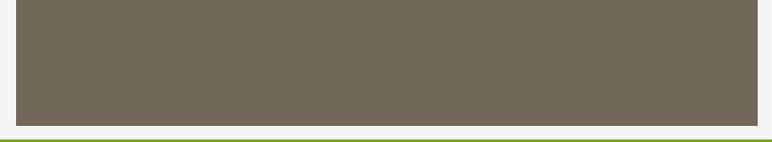
Performance appraisal

- Examples

https://www.youtube.com/watch?v=unmKnS5jPOc

https://www.youtube.com/watch?v=sgG0cC_8Gbk

Performance appraisal

- How to do Effective Performance Appraisals

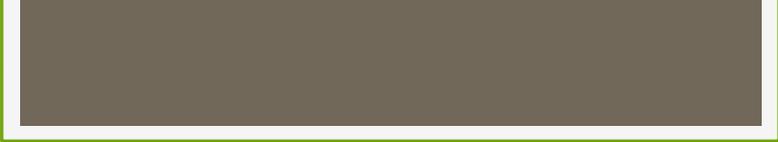https://www.youtube.com/watch?v=E34Zt1cEpFA

Performance appraisal
Biggest Mistakes Bosses Make In Performance Reviews

- Too vague
- Everything's perfect – until it's not and you're fired
- Recency effect
- No preparation
- No recognition
- Not being truthful with employees about their performance
- No follow-up
- No discussion around the report's career ambitions

Sources

- Finding Career Direction
- http://www.mindtools.com/pages/article/newCDV_97.htm
- Recruiting and Hiring Top-Quality Employees
- http://www.entrepreneur.com/article/76182
- Receive Feedback With Grace and Dignity
- http://humanresources.about.com/cs/communication/ht/receivefeedback.htm
- Ten Biggest Mistakes Bosses Make In Performance Reviews
- http://www.forbes.com/sites/ericjackson/2012/01/09/ten-reasons-performance-reviews-are-done-terribly/

Thank you for attention!