



Building an “A” Team by adhering to the Three C’s



All managers that have had the privilege and responsibility of filling critical positions in an organization most likely have experienced a few disappointments. Sometimes the perceived perfect candidate does not work out and you find yourself asking the following questions: How could I have not seen this in the interview process? Was I so high on his/her resume that I missed all other alarms? How could I have not been blindsided? How could my entire staff have been fooled? And the list goes on.

One of the more common mistakes made when recruiting is simply stopping at the skill assessment. Although determining an individual's capability is crucial, it is typically the easiest part of the process. Hypothetical situations can flush out critical thinking skills. For a technical skill assessment, ask the tough questions and for evidence supporting their claims. Again, capability is important, but only represents the first “C” in the evaluation process. There are two other equally important C's to consider: character and chemistry. These two C's are often overlooked or discounted in the interview process. When unexplored, they have the potential to create a very disappointing or destructive result.

I have found that as the three C's progress from Capability to Character to Chemistry, the difficulty of making the assessment also increases. Let's look at the three C's in more detail:

Capability:

Skills can be tested. Performance can be demonstrated. Results can be proven. However, the challenge is to determine what set of skills the candidate has and the level of mastery for each skill. Do not simply take the résumé at face value, unless you or a reliable source can vouch for the candidate's accomplishments and skills.

Character:

A character mismatch can undermine capability. The term character is not referring to a good or bad person; rather, it is the nature of the individual's DNA regarding situational management. Consider the following character traits when determining the right fit for the job.

For more information on how GaMEP can help you increase top-line growth and reduce bottom-line costs, contact:

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- Strong at handling conflict versus a tendency to avoid conflict
- Good at working in a team environment versus a desire to work in isolation
- Is self-directed versus requires structure
- Is outspoken versus reserved
- Performs well under stress versus an aversion to stress

So how do these apply? Let's examine the skill set of an emergency room physician or police officer. These roles require an individual that has the ability to perform under high stress conditions, while making quick assessments and lifesaving decisions. It requires a unique character DNA that not everyone possesses. For manufacturing, consider the environment the candidate will be a part of. If teamwork is at the top of the list, then it is probably not a good fit for someone that prefers to work in isolation.

Chemistry:

This can be very difficult to evaluate. The better you know your team and its chemistry composition, the higher the probability that you can determine if a candidate's chemistry will complement the team. This is not an effort to find similar personalities. It is more like trying to avoid mixing oil with water. Therefore, it is extremely important for team members to be a part of the interview process. When a team has the right chemistry, wonderful things tend to happen: stretch goals are met, coverage for each other is provided, stress levels are lower, conflict is resolved internally, and the atmosphere is more than just pleasant, it is fun and exciting! A great team with the right chemistry can make the most demanding days and difficult situations less stressful and much more rewarding.

The three C process is not only useful for a hiring manager's evaluation of a job candidate; it is also a good guideline to use when considering a new job. Ideally, the best match that will generate long lasting positive results is one that is good for the company and good for the employee.

In my opinion, a team with average capability, a strong chemistry and aligned character will outperform a highly capable, dysfunctional team, which can be the result when character and chemistry are ignored.

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