

Ensuring motivational fit of potential employees

By Lisa Hammock, HRx



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Have you ever hired an employee that looked great on paper—even in person—yet once they were on the job, their true colors came shining through ...and, those “colors” didn’t match the “colors” of your credit union?

Selecting the right people can be a tough job and “right fit” can have a lot of meanings. The most important fit of all is the “motivational fit” defined as the degree of alignment between what a person expects or wants from a job, and what the job can actually offer. It is considered a primary component in determining whether a person will remain on the job.* (For purposes of this article, I will use the example of a CEO placement but remember this applies to all levels of the credit union.)

Measuring motivational fit actually begins not with the candidate, but with the members of the board. Getting to know the members on a personal and professional basis is important because they are the ones that will ultimately have to work with the CEO. What are their preferred behaviors, hobbies, vacation tales, and family interests? How do they interact with each other, manage interruptions, and generally look at the world? The answer to these types of questions will let you know what type of “chemical reaction” to expect when you screen a candidate with similar or differing preferences.

After contacting candidates whose resume’ fits the desired skill set, their initial actions become an indication of what type of person to expect. Take into consideration the quickness of their responses to requests, the amount of research they conduct on the credit union, and what type of communication they maintain with the recruiter. The degree of patience they have, the ability to anticipate issues, and how much interest they have regarding are other factors to consider.

Personal and professional references are another good source of information for motivational fit. Request a range of references, from supervisor to subordinate and current job (if available) to past jobs. You may also call people that are not on the list but may

know the candidate from committee memberships or other dealings. This would include League presidents, co-workers, and even vendors that have worked with the candidate to provide products and services. It is helpful to structure your questions to begin with the relationship between candidate and reference source, and drill down to specific behaviors when the person mentions something that captures your interest. Using open-ended questions to ask for examples gives the person a chance to describe specific behaviors rather than just give glowing compliments.

Once the background checks and references are completed, it’s time to bring the candidate to the board for a face-to-face interview. Prepping the candidate ahead of time will facilitate the process of determining motivational fit during the interview. Give the candidate an idea of the interview process and schedule and what the board may be looking for. Review the preferred behaviors of the board with the candidate, discuss any hot topics and provide coaching to help the candidate be successful in the board interview.

Prepping the candidate accomplishes several purposes. It levels the playing field with internal candidates who may have more personal knowledge of the board members. It reassures the board members that all the bases have been covered in the screening process in order to bring them a highly qualified candidate. It gives the candidates the opportunity to judge ahead of time if they are a good fit and they can use the interview time to check their own gut feelings about the cultural fit.

A face-to-face interview also brings the candidate to the credit union, which allows them to experience the area first-hand. While everyone knows there’s a difference between Miami and South Bend, it’s really hard to appreciate the difference until they get there. An important part of motivational fit is making sure both the candidate and the family will be happy in their new community.

The actual face-to-face interview with the board is a key part of the assessment process. Your role as recruiter at that point is as facilitator, especially

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Motivational Fit: Hiring the Right Person for the Job By
Carolee Colter*

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NEWS FROM YOU

Tampa Bay Federal Foundation's 12th Annual Golf Classic raises \$15,700 for local charities

The Tampa Bay Federal Foundation hosted its 12th Annual Charity Golf Classic at the Babe Zaharias Golf Course, recently. Tournament participants enjoyed a fun filled day with raffles, prizes and a barbecue dinner.

Thanks to the collective efforts of Tampa Bay Federal business partners and friends, the Foundation succeeded in raising over \$15,700 for local charities.

The 2007 donation recipients will include: All Children's Miracle Network, the Hillsborough Community College Foundation, the Credit Unions FAME Foundation (Family Assistance in Member Emergencies) and the University of South Florida Foundation.

Since its inception in 1996 the Tampa Bay Federal Foundation's Annual Golf Classic has raised and distributed close to \$100,000 to local Tampa Bay charities.

Pen Air FCU creates special "Kids Club" window



Penny Savers Club Member makes a deposit with parent at the new Club Window.

Pen Air Federal Credit Union's "Penny Savers" Youth Club members have found visiting their credit union an extra special experience. Each Pen Air FCU office has a designated Penny Savers Club window – decorated with the Club's Mascot "Penny the Porpoise" – for the youth club members to walk up to and make their deposits. There is no waiting in lines for club members and accompanying parents/guardians. Club members can simply walk up to the window and ring the club bell, the next available Pen Air Teller will serve that window

right away. And, with every deposit, the Club members collect tokens to exchange for prizes!

During National CU Youth Week in April, Penny Saver Club members could earn five extra tokens for deposits made during the week and get an additional five tokens by turning in the "Stash Your Cash" coloring page that was inserted in their Club Newsletter.



Tournament volunteers pose on the Tampa Bay Federal golf cart. (from left to right) Shannon Yurcus, Manager of Retail Relationships; Alma Tabak, Community Events Coordinator; Tiffany Roberts, Marketing Manager; Terie Baker, SEG Relationship Officer.

Elements for an effective TEAM

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intentions, priorities, and values. It is the guide that will help your board stay focused and ultimately, successful because it gives direction to a team's actions. When your board members have established trust, been empowered, and have taken the action to accomplish what they want to achieve, then the overall mission will be accomplished.

The success of the chapter board (team) will depend upon how effective each board member conveys their own individual self, their willingness to trust and rely on each other, and their commitment to winning whether it's in a football game or on the team of a chapter board. By understanding the importance of these four elements in your team's efforts, the effectiveness of your board will, undoubtedly, lead to your chapter's success.

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when working with inexperienced interviewers. Manage the interview by keeping people focused, steering them away from illegal questions, and helping them ask the tough questions to uncover issues and hidden agendas. This gives the board members as much information as possible so they can make informed decisions about the candidate. During the interview, watch candidate's behaviors, body language, look for certain words and phrases, and generally use the knowledge gained from the screening process to assess the candidate's fit with the board.

With all of the assessment tools, information, and processes, the last key to determining motivational fit is your own gut reaction. You will learn how to recognize the small signals that cue you something's off, so pay attention to that message. Once you put all the pieces together, you can feel confident that you're bringing a highly qualified candidate to the board so they can select the right people who are a great fit and can help them execute business strategy to achieve success.