

How To Use Behavioural Profiling (DISC) For Effective Recruitment And Retention

by Ken Goldstein



Every time that I meet someone, inevitably the subject of what I do comes up, and I let him or her know that I am a Behavioural Profiler (CPBA). They quite often respond with the same two questions: Are you like the guys on *Criminal Minds*? Are you profiling me now? Obviously they have some sort of notion that all profiling is like what they see on television, so this becomes their perception.

How often when you are hiring a new employee do you make the decision whether or not to hire based on your perception that they are who they say they are in the interview? Can you tell just by talking to them? Behavioural Profiling as part of your hiring process can help affirm what you felt, heard and observed during the interview.

Behavioural Profiling (DISC) will help you understand how people consistently behave. A person's behaviour is a fundamental, ingrained and important part of who they are.

Have you ever had the experience that someone you had hired turned out to be completely different on the job than they were in the interview? You needed a team player and got someone who just could not work as part of a team? You needed someone who had attention to detail and you got someone who was all over the map? Did you wonder why it did not work out? If you have had this happen, you are not alone.

Behavioural Profiling can also help you identify what kind of employee you need and want for a particular position in your practice.

Here are some basic traits that Behavioural Profiling will help to identify:

- 1.** Some people need individual success; some need to be part of a team.
- 2.** Being around people and action energizes some people; being alone energizes others.
- 3.** Some people need time to finish a task completely before moving on to a new task; some people need many and varied tasks going on at the same time.
- 4.** Some people need rules and regulations; some people need to always find ways to work outside the rules.

Research has consistently shown that behavioural traits can be grouped together into four styles. These styles measure Dominance, Influencing, Steadiness and Compliance, thus the acronym DISC. People with similar styles tend to exhibit specific types of behaviour common to that style—that is just who they are.

There are many Behavioural Profiling tools available. I prefer to use the DISC Assessment, which produces a comprehensive multi-page report about the candidate, based on answers given by the candidate, to be used as part of the hiring process. The DISC assessment highlights the potential hire's value to your practice, how to and how not to communicate with them, and what kind of environment they will flourish in, amongst other variables.

The Behavioural Profile model, using DISC, analyses behaviour styles or patterns. There is no right or wrong, good or bad Behavioural Profile. The profile that will fit the best will depend upon the position itself and the culture within the practice.

Once you understand a person's Behavioural Profile it will help you to decide, skill sets aside, (Behavioural Profiling does not measure clinical or skill sets), if they will integrate successfully into your office and the position they have been hired for.

Behavioural Profiling can also be an effective tool for use with existing employees as part of team building or help with goal setting and performance reviews. It should lead to better and more effective communication.

Positively understanding and valuing yourself and your staff's wants and needs should lead to a successful and sustainable practice.



Whatever your process for recruitment and retention of staff, make sure that it is done consistently regardless of the position.

The financial effect of a bad hire, the negative impact on patients and on existing staff should always be considered when hiring. Nothing happens in a vacuum. I encourage you to use all the resources available to make the right hire.

Successful practices make successful practices!

Bottom Line: One of the most challenging tasks you as a practice owner have is to hire the right person for a your health care practice. Slow down, decide which human resources assessment tool(s) you will select and use them consistently. Your team will thank you.



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