

ROI Net Community of Practice Evaluation Online Blogging

Sevinj Iskandarova

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Actual Discussion Thread

Posted By: Sevinj Iskandarova

Posted: 10/13/2015

We are an HR consultancy services to one of the largest companies (ranked 46) in the world. As it's the biggest project in South Caucasus we will fill three vacancies for the HR consultant positions. The recruitment process started with checking references and CV's and a face-to face interview by the project manager of the HR consultancy project. The recruitment processes are managed professionally and the top scoring candidates will be hired. While working collaboratively on the project it is apparent that some of the older consultants are not getting along with the younger consultants. Often, this lack of cooperation leads to separation by "whitebeard" consultants from the company. What are possible solutions to this problem?

Posted: 10/13/2015

Posted By: **Donna McArdle** (Change Management Consultant, in Canada)

Any consultant worth anything is able to work with other consultants, other vendors, other disciplines.

Get rid of them. That's it that's all....

Posted: 10/13/2015

Posted by: **Wendy Kayser Kirkpatrick** (Current President at Kirkpatrick Partners, LLC)

Dear Sevinj,

We have experienced a similar problem with hiring employees. We now have a half-day process in which they work with another team member to complete "real work" for an hour, and they complete various skills-based, personality and intelligence assessments.

It sounds to me like you are focused more on credentials and intelligence; maybe you need to mix in more on the personality side, since the issues seem to be interpersonal.

Posted: 10/17/2015

Posted by: **Oscar Montenegro** (Consultant at ASPEN BUSINESS GROUP LLC, Manhattan, Kansas/ Management Consulting)

Do the in-house consultants have a say in what outside consultants get hired?

Imagine your company bringing in people to "help" you do YOUR job. Doesn't sit well with the ole ego. Matter-of-fact, it can down right be threatening. Get the in-house consultants involved in the hiring process. I'm sure they understand the importance of bringing in outside consultants. It's apparent that the urgency to solve the problem you all are working on isn't high enough. This is where leadership has to be courageous, especially with the elders, because if they are blocking progress maybe you can replace them with people that are more dynamic minded?

Do you award the outside consultant the project based on a "score" or their philosophies on how to solve certain issues?

Matching philosophies to solve a similar problem is more important than a letter or number grade. I'm not saying that you hire like-minded individuals. I am saying that you want some sort of mind/theory structure on how problems will be approached. If I'm a

systems thinker and the other consultant is not, then we're going to struggle to understand each other's philosophies.

What is the level of Emotional Intelligence amongst the group?

I ask this because there is probably very little time to get to know the other consultants you are working with. People with high EI can adapt and connect much quicker than those that don't. Someone that is there to prove that their way is the best way to solve the issue has a different agenda than someone who has the confidence to make way for better ideas. The ability to drop your ego and be humble makes for a more elastic teammate.

I've worked with folks that stalwart project for many different reasons. Unfortunately, this is not a quick fix. They can have negative mental models that have to be broken down so that they can see their organization, people, and life in a whole different way.

Background information

I posted the situation to members of the Kirkpatrick Evaluation Official Group's discussion board. Prior to posting I examined questions that had been raised earlier. I monitored whether members' were interested in the discussion questions and whether they replied to them. Hopefully, all group discussions were responded to by experts and that they were writing from their vast experiences.

For over 15 years our company has rendered HR consultant services for various large companies. As Human Resource Managers, we are tasked with hiring three HR consultants for the biggest project in South Caucasus. Since, we are hiring HR consultants for one of the largest companies; our requirements for these positions are quite high. I am collaborating with the team to analyze every single resume. We accumulated more personal information about applicants from their previous colleagues. Upon completion of analyzing personal character and job

experiences, we invited nine candidates for a face-to-face interview. The face-to-face interview was divided into two stages. The first interview was with the HR managers where we closely evaluated the candidates' test scores, language skills, and problem solution capabilities. After successfully completing this level, candidates are invited to the second level which is a face-to-face interview with the project manager of the HR consultancy project.

The company has competitive and experienced workers within the job marketing department. However, the challenge is that even though the top candidates were hired, these new hires often do not or, for one reason or another cannot mix well with the more experienced team members. This creates issues between the senior consultants and the new hires. This situation has really gotten the HR managers thinking about how the new hired employees are affecting team dynamics.

Through this assignment, I wanted to pose the question to experienced HR practitioners to get an understanding of how HR specialists around the world might approach this problem.

Reflection on the Process

The topic and discussion platform should be relevant to each other. Indeed, while I was searching blogs and group discussions for where to share my question, relevancy was a priority for me. Initially, I desired to join a Facebook professional closed group discussion. However, I witnessed that people in these groups did not prefer responding to questions and joining discussions, the main interests of these groups were to share news related their work. I discussed this concern with a classmate who suggested that I join a professional group in LinkedIn such as Kirkpatrick's Evaluation Group. I still had some concerns as to how many users would actually see my post and feel compelled to respond. To be accepted to the Kirkpatrick Evaluation group as a member in LinkedIn took three days. However, once I had access to the group, I was very

impressed with Kirkpatrick's discussion thread and was very pleased to see at least one response on each post.

I read a few of the discussion questions that were posted on this discussion thread prior to posting my own question. I wanted to make sure that my question was constructed in a consistent style to the others to ensure that people would show interest and would want to respond to my post. I posted my question on the discussion thread, and in twenty minutes I got my first feedback. While the response was direct and to the point, I was hoping to receive more a more detailed response where someone may have had a similar experience to mine. I wanted to be able to compare and contrast a few of different approaches to the problem. I should also mention that I was impressed with how the members are thoughtful in responding to each question. I was also nervous while sending my question out. The 20 minute time I spent waiting felt like an eternity. This experience placed a responsibility on my shoulder to be professional as I entered a discussion platform with professionals who may have twenty plus years of experience in this field.

Summary

The first respondent suggested that I "get rid of them". Indeed, to find professional consultants is not an easy process and the thought of firing anyone has the potential to cost the company in both money and human capital. The "demand not only being expertise but the company also need the ability to translate that knowledge in ways should be useful" (Berkun, 2013, p.2). While this is a brief response from the discussant, this response guides me to look for some research related to firings.

The common terms used in the three posts were "team building activity" or "team performance in the team" within the organization. According to Mitch Finlay (2015, p 1.),

“building personal relationships among co-workers is an often neglected task, but one that yields valuable dividends”. It is true that team building demonstrates continued success and “improves staff morale”, “keeps employees engaged” and “retains them” (Finlay, 2015). According to the American Society for Training Development (ASTD) (2015):

“One of the most direct ways to focus on team building is by improving the way a workforce communicates. This can take the form of collaborative workspaces or open office layouts, or it can mean planning enjoyable activities for teams to perform as a group” (p.1).

The second comment I received, was sharing a similar problem experienced with hiring employees. This user chose to divide the various team work that they can do their in an hour, instead of working together a full day. I think this would be a good option for mixing different personal characteristics in each group. She also suggested that I focus on personal sides as well as the professional. I think that to evaluate new employees (consultants) interpersonal communication skills is a logical decision where new and senior consultants will exchange their information in a team in a small group discussion (between two or more people). According to H.D.Duncan (2015) strong interpersonal communication in the team reduces the number of misunderstandings and conflicts; is governed by rules to determine communication rules and modify the meaning of a relationship. Through this method it is possible to build a positive environment between new and senior employees (consultants). “Communication is to relationship what breathing is to maintaining life” – Virginia Satir

The third response I received covered all my challenges with a step-by-step explanation. This user chose to reply on the different approaches to the problem, like changing directions such as getting on the balcony (Heifetz, 2006). Standing on a balcony, watching and observing the other people’s performance is one of the important factors to understanding what’s really going

on within an organization. Dr. Ronald Heifetz (2006) suggests that leaders continually move back and forth between the real job environment and balcony for having good judge, knowledge of the organization and its environment, self-confidence.

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