How the Redstone Search Group avoid costly hiring mistakes

"THERE IS NOTHING MORE COSTLY THAN THE WRONG HIRE"

Jordan Lewis, Director at the Redstone Search Group Ltd

The Redstone Search Group Ltd (Redstone Commodity Search // Redstone Private Banking Search) provide executive search solutions for the global commodities and private banking markets. Redstone helps companies in specialist sectors including energy, metals, agriculture, and wealth and asset management to recruit the right talent.

Redstone Search Group have been a client of **Predictive Advantage**, a Talent Optimization Consultancy and Certified Partner of **The Predictive Index LLC**, since 2016.

Redstone Search Group strategically use The Predictive Index assessment tools and methodologies for all their internal recruitment needs, as well as for their employee development.

Jordan Lewis, Director of the Redstone Search Group, explains that above all a Recruitment Consultant needs to be personable. Consultants have to be able to collaboratively engage with clients and candidates, and build successful business relationships.
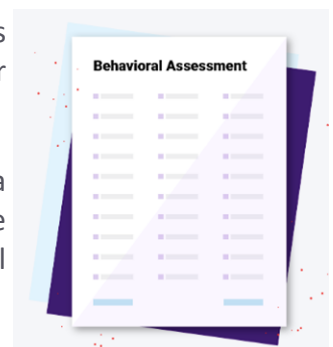
Their **workplace behaviour is hugely important**. Recruitment Consultants have to adapt to a wealth of different job elements ranging from cold calling, account management to research and sales. Being able to work as part of a team is also paramount.

The job requirements are multi-faceted, and it is therefore no mean feat to find the right person for the job! Redstone Search hire internal candidates who have no prior background in headhunting or recruitment. This makes taking up references and prior performance checks redundant.

Before using the PI Job Assessment™, PI Behavioral Assessment™ and PI Cognitive Assessment™, the company **experienced the detrimental effects of some particularly disastrous hires** at first hand.

The shortlisted candidates looked ideal on paper. Their CVs were convincing, with the right experience and training. They interviewed well.

However, it soon became apparent that the new hires did not fit well within the existing teams or the company culture. They certainly did not have the right personality to successfully handle all aspects of the job. They had to leave.

These hiring mistakes had a substantial financial impact on the Redstone Search Group, but also negatively influenced employee morale

Training a new Recruitment Consultant costs Redstone around **£10,000** — not to mention the monthly salary expense. A new Consultant takes six months to one and a half years to settle into their role. By then, a significant financial and time investment has been made.

But to have to give up on an employee because they are the wrong person for the job is not just financially devastating. Team members are often left worried and unsettled if their new colleagues are asked to leave. It can also result in leadership skills being called into question.

Jordan also tells the story of employing a young lady looking to change her career from retail to an office-based position. During the interview, she demonstrated the right skills and aspirations. Redstone offered her the opportunity. After three weeks, she asked to leave.

"How could everyone have been so misguided? Something needed to change!"
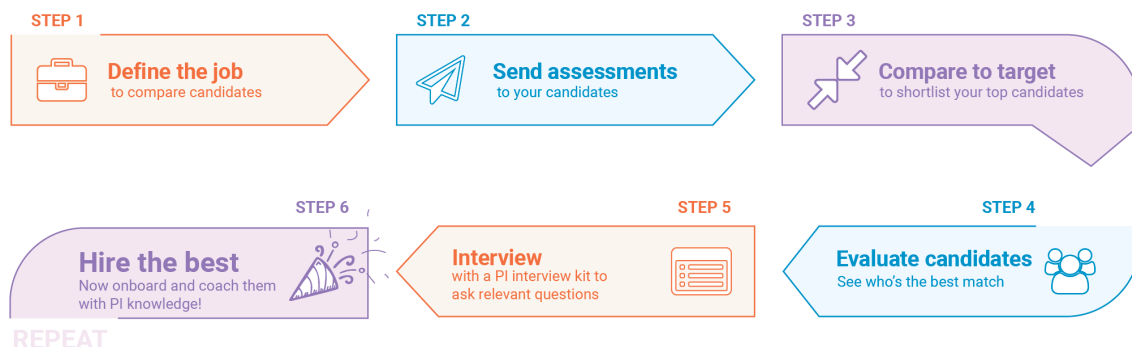
A client introduced Jordan Lewis to **The Predictive Index's people analytics tools.**

They explained how the assessment results can be used during the hiring process to **determine whether a candidate's personality is a good fit with the job, the manager, company culture and the team**, and whether they have the ability to **absorb new information fast.**

The Redstone Search Group knew that they had to find a way to **remove any natural and inherited bias** from the interview process to **reduce the number of costly wrong hires**.

The Predictive Index offered them a more **objective and scientific method** of assessing whether a person would be right for a job. This knowledge could then be used **alongside interviews and CVs**.

Initially, the tools were met with scepticism. Jordan Lewis didn't agree with the way in which the PI Behavioral Assessment profiled his workplace behaviour. Until he showed the results to his wife who felt them to be entirely accurate! **Redstone decided to give PI a try.**

STEP 1
Define the job
to compare candidates

STEP 2
Send assessments
to your candidates

STEP 3
Compare to target
to shortlist your top candidates

STEP 6
Hire the best
Now onboard and coach them with PI knowledge!

REPEAT

STEP 5
Interview
with a PI interview kit to ask relevant questions

STEP 4
Evaluate candidates
See who's the best match

Recruitment Journey with The Predictive Index

What difference has the use of objective people data made to the Redstone Search Group?

Jordan Lewis asked the young lady who had just left to complete the PI Behavioral Assessment. He instantly understood that her behavioural profile was entirely wrong for someone who was expected to make cold calls. Her task list **did not correspond to her natural behavioural pattern**.

Jordan apologised to her. Had this additional information been available during the recruitment process, they would not have given her the job and avoided expense and much heartache.

The Redstone Search Group now **diligently create a PI Job Assessment for every open position**. They define the ideal behavioural pattern and learning speed required for a candidate to be successful in the job. Each candidate completes a Behavioral and a Cognitive Assessment.

Redstone can then evaluate every candidate's likely workplace behaviour and cognitive ability — the speed at which a person absorbs new information — against the targets set for the job. For instance, if the results show that a person is sufficiently fast-paced, team-oriented and diligent, they invite them for interview.

Being able to **find out as much as possible about a potential candidate's likely fit during the recruitment process** has saved the Redstone Search Group from making further costly hiring mistakes. Redstone has also become a **better and nicer place to work**.

The PI tools are also used to **successfully build teams, improve team collaboration and map team dynamics**. They even ensure that the right people are sitting next to each other in the office to avoid unnecessary friction.

The Redstone Search Group understand the **motivational needs** of each employee, and know **which part of the job they are naturally good at**. They tailor their employee development plans to this. **Their employees are happy and engaged.**

"The Predictive Index helps you to understand people and relationships better — this includes your own family"