

Eli's Rehab Report

Human Resources: Find Out How Well You Know Your Crew

Are your workers in the right positions for their personalities, goals, and skill sets?

Assess your assignments using these 6 categories of employees. Have you ever interviewed a candidate that seemed well suited for the job, but then hired her and found out that she didn't fit into the position at all? If so, your problem may be with how to place people effectively.

In his book, *All Hands on Deck: Choosing the Right People for the Right Jobs*, author **Richard Warner** places workers into six categories based on their personalities and skill sets using the analogy that a company is a ship.

Using the following six categories when you're hiring new employees will help you to place people where they'll be most effective:

- **The Explorer.** Explorers tend to be leaders, not followers. "Explorers feel the most alive when facing the unknown," Warner says. "If you want to develop new ideas and innovate old ones, find yourself an explorer." But these types of workers have a hard time adhering to rigid rules, so give them a certain amount of freedom to explore their ideas, he notes.
- **The Navigator.** Explorers might dream up brilliant ideas, but navigators map out how to execute the idea and reach a goal. Navigators are practical and can keep an eye on both short- and long-term goals.
- **The Ship Captain.** This person is a skilled leader who delegates tasks without micromanaging, Warner explains. A good ship captain doesn't worry about making mistakes or taking on responsibilities, he adds.
- **The First Mate.** The first mate accomplishes both minute and monumental tasks, but his job isn't high profile and can often go unnoticed. This person might not know all the workings of your organization, but he knows the people involved. First mates need praise and encouragement.
- **The Crew Member.** Crew members are the workers who like to "do the work," not dream up visions for the department or negotiate better business practices, Warner says. "They simply execute their daily tasks with efficiency and finesse," he notes. Remember to give crew members the credit they deserve and outline their responsibilities in writing.
- **The Stowaway.** Nearly every manager has had a stowaway. This type of employee is one who wants a free ride at your expense, Warner says. But if you show them respect and encouragement, some stowaways can make a complete turnaround and become great employees.