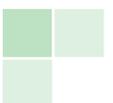# Business DNA Case Studies:

Successful Hiring of People in a Software Business

THE CHALLENGE

The business is a start-up and growing rapidly which means that in order to keep up with growth a significant number of employees needed to be hired in a short space of time. The importance of having above-average people in a fast-growth business was considered to be critical. Workloads would be expanding and may not be predictable. New issues and problems could arise and innovative solutions would have to be implemented quickly. The business knew they would need people who could think on their feet, adapt well to constant change, and put in the extra hours that might be needed to get you through the pressures and surprises of managing a business in start-up transition.

THE PROBLEM

Software development can be a tricky business and the people who have great technical skills can be very difficult to 'read' in an interview and also to manage once inside the business. Hiring someone found not to be able to perform the job satisfactorily could cause the business performance to suffer at this difficult stage. Needing then to dismiss them would engender bad morale. They needed to get the hiring process right.

THE BUSINESS DNA SOLUTION

The CEO engaged the DNA Behavior Group to take everyone currently in the business through the DNA Discovery & Performance process. This process enabled benchmarks and expectations to be set for all future hiring. When completed the information formed the basis of the way people would be hired both in future and in this current rapid growth phase. From this exercise the DNA Behavior Group were also able to provide tailored questions appropriate to the industry to be used in the hiring process together with a comprehensive system for measuring employee's performance going forward.

IMPLEMENTATION AND STRATEGY

In conjunction with the CEO the DNA Behavior Group developed a procedure for hiring employees which had four gates in order to find and engage the right people:

- Gate 1 Competency – the client developed an extensive suite of tests to make sure that employees could actually do the job rather than present well at an interview
- Gate 2 Compatibility – All candidates completed a DNA Behavior Discovery & Performance Process and this was compared to a number of potential line managers in the business
- Gate 3 Culture – Team reports for all sections of the business were prepared to make sure that existing employees were aware of the new hires arrival and everyone had a sense of the team's behavioral strengths, struggles supported by information to transition the new hire successfully into existing teams
- Gate 4 Gate of Entry – Within a week of the employee starting in the business, the DNA Behavior Group completed a formal debrief of the DNA Behavior Discovery & Performance Process to ensure that the new hire felt validated and was able to appreciate the value of the other people around them.

OUTCOME

"Business DNA is a critical part of our recruitment process" I couldn't recommend it more highly." Business DNA gives us a practical tool that we can use to get the most of our teams." CEO

Going forward the company committed to using the DNA Behavior Discovery & Performance Process both for the hire candidates and to then cross-reference with their team and managers before conducting hiring interviews. Those findings are then used to form the basis of the "hard questions" to be asked during interviews with a view to discovering right fit at this stage rather than months after hiring.

DNA Behavior®
"Understanding People Before Numbers"