

Does your Organisation have Square Pegs in Round Holes?

Many organisations often face themselves with the challenge of having square pegs in roles, which can have a negative effect on individual and team performance. Rialto Director, Richard Chiumento, explains how to avoid creating square pegs and how to successfully resolve those individuals who become misaligned.

What are the common signs of square pegs in round holes?

- ✓ Lack of integration or alignment with the organisation or work team.
- ✓ Reduction in focus and energy.
- ✓ Conflict with individuals.
- ✓ Unwilling to accept constructive feedback.
- ✓ Missing job competencies.

What are the common situations which can result in someone becoming a square peg in a round hole?

- ✓ Rapid change in business landscape resulting in the individual lacking new motivations or competencies required.
- ✓ Inappropriate organisation structure.
- ✓ Poor selection process.
- ✓ Failure to identify and properly evaluate required job competencies.
- ✓ Lack of clarity in job role and/or work objectives.
- ✓ Lack of training, reward, opportunity and/or recognition.

- ✓ Failure of the line manager to adequately engage or communicate or provide performance feedback to the employee.
- ✓ Over or under promotion.
- ✓ Being placed in a role where conflict is likely to occur.
- ✓ Unmanageable workload.

How can organisations avoid creating square pegs in round holes?

- ✓ Clarity of role definition, for example, job description, person specification and behavioural/technical competences.
- ✓ Systematic and appropriate selection process
- ✓ Clear job objectives.
- ✓ Clarity/equity in the rewards and benefits systems.
- ✓ Effective induction and job training.
- ✓ Regular feedback on performance and potential.
- ✓ Quick and easy resolution of concerns and grievances/disputes.
- ✓ Open lines of communication.

What are the consequences/pitfalls of having square pegs in round holes for an organisation?

- ✓ Loss of business /missing opportunities.
- ✓ Failure to meet customer requirements/expectations/service/ performance standards.
- ✓ Disharmony in the work team.
- ✓ Loss of position/role or promotional opportunities.
- ✓ Lack of job satisfaction and commitment.
- ✓ Labour turnover/absence in the team.
- ✓ Employee engagement issues.

What advice would you give to management/organisations who have square pegs in round holes?

- ✓ Invest and develop leadership abilities.
- ✓ Improve required job competencies and alignment of employees.
- ✓ Check the effectiveness of formal and informal rewards processes.
- ✓ Check feedback and employee communications and engagement processes.
- ✓ Align development resources .

Can you give an example of where you helped an organisation transform an under performer into an achiever?

We work with a number of organisations to coach executives in this critical area.

The majority of the time we find that the individual has been left behind during the rapidly changing environment the organisation is experiencing.

The focus of our alignment support is on providing self-awareness coaching to the individual, identifying skill/knowledge gaps and shape a personal coaching/development and training programme to address these gaps.

This results in a better fit of the individual's capabilities, drivers and values to the organisational requirements.

Can you recommend ways which could prevent employees becoming square pegs in a round hole?

- ✓ Making sure individuals better understand the role and challenges they are taking on.
- ✓ Clearly define roles in terms of skills, experience and competencies required.
- ✓ Providing necessary coaching/training
- ✓ Ensure they fit with their potential line manager and the organisational culture and values system.
- ✓ Having honest and open conversations.
- ✓ Use a robust recruitment process including psychometrics/ assessment centre technology.
- ✓ Ensure compensation and benefits levels/systems and processes are aligned with the role and that effective HR processes exist for performance management, development, employee communications and engagement.

To find out how Rialto can help you and your organisation:

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The logo for Rialto, featuring the word "rialto" in a lowercase, sans-serif font. Above the letter "i" is a stylized white arc that resembles a bridge or a wave.