**Why Half of Your Employees are in the Wrong Jobs…And What You Can Do About it.**By Herb Greenberg, PhD.

Studies have long concluded that employee engagement is lacking in the workforce. According to a recent Gallup survey, only 13 percent of working individuals are currently actively engaged in their jobs. That leaves a whopping 87 percent of people who likely hate the work they’re doing.

So think about it – what is the likelihood that these people – of the 87 percent – are actually working for your company *right now?* It’s a scary thought, but it is true.

With the economy making a turn for the better, many of those individuals who were working in jobs primarily for a paycheck likely have one – or both – feet already out the door. And having employees who are disengaged – or in the wrong jobs in the first place – will create situations where turnover becomes substantial, and ultimately your company suffers.

So being that many employees show engagement or interest in an interview and seem to possess everything you’re looking for in a job – where does it go wrong? Below are common – and avoidable – mistakes made by many companies when hiring people for open positions.

**Mistake #1: Resumes Are King**

Resumes are a key indicator for many hiring managers as to whether an employee will be considered, and even hiring, for a particular role. But the irony is, the resume shows everything the candidate has done in the past. The interesting thing is, the resume does *not* show whether that same individual enjoyed, or even excelled, at those particular responsibilities.

Putting more stock into who the individual is in terms of the strengths and potential limitations as opposed to what they’ve done allows hiring managers and leaders to truly identify how that individual will fit into the company’s culture and objectives.

Doing this takes an integrated approach to hiring. Resumes and referrals are still key to finding the right person – however not the sole determinant. Including in-depth, behavior interviews alongside psychometric assessments can give leaders far more insight into the individual than the resume and referrals alone.

By taking this strategic approach, in combination with the resume, it will help leaders not only identify who will be a key addition to the role for which you are looking to fill, but it can also give you insight into who could be your next potential manager, leader, or executive.

**Mistake #2: Success Begins When Hiring Ends**

Many times once a hire is made, it is a victory in and of itself. That empty chair has been filled. No more spending time, money, and resources searching for someone to fill that void. It’s finally over!

What some companies tend to do is wipe their hands once a new hire comes on board after the official onboarding and tour is complete. What becomes critical is that employees’ first 90 days. Will they get up to speed as per usual? Or are you giving them a jump start? Hiring managers and leadership need to carve out individualized growth plans for each of their employees in order to track progress and extract high-potential leaders. And this begins with the new employee’s first day on the job.

Managers have to take the time to understand their new employees’ work style, how they can potential work together as well as some growth opportunities for the new employee. It is this piece that can make or break employee engagement. Because when new employees see that their managers – and their company – is willing to take the time to invest in their growth, they will not only feel more valued, but it is likely that they will remain loyal to your company, rather than jumping ship once they feel they’ve hit a wall in their career path.

**Mistake #3: Turnover is Inevitable**

In a time where 87 percent of Americans are unhappy in the office, leaders can increase employee engagement and customize career arcs based on an individual’s personal strengths and goals. Whether they are stretch assignments, committee lead responsibilities, a promotion, or simply having an ongoing discussion about the employee’s career aspirations and a potential career track at the company, there is nothing more important to decreasing employee turnover and increasing employee engagement.

The result is increased employee satisfaction and decreased time and cost spent on turnover.

**All is not Lost**

Leaders need not fear the jarring numbers that indicate the wide amount of employees who are not satisfied in their jobs – because the issue is both preventable and repairable.

By taking the time to understand each employee’s strengths and motivations, leaders can appropriately align employees in such a way that maximizes their talents and, ultimately, their satisfaction on the job. Also, applying that strategy to incoming candidates can create a culture of collaboration, engagement, and ultimately gained productivity.