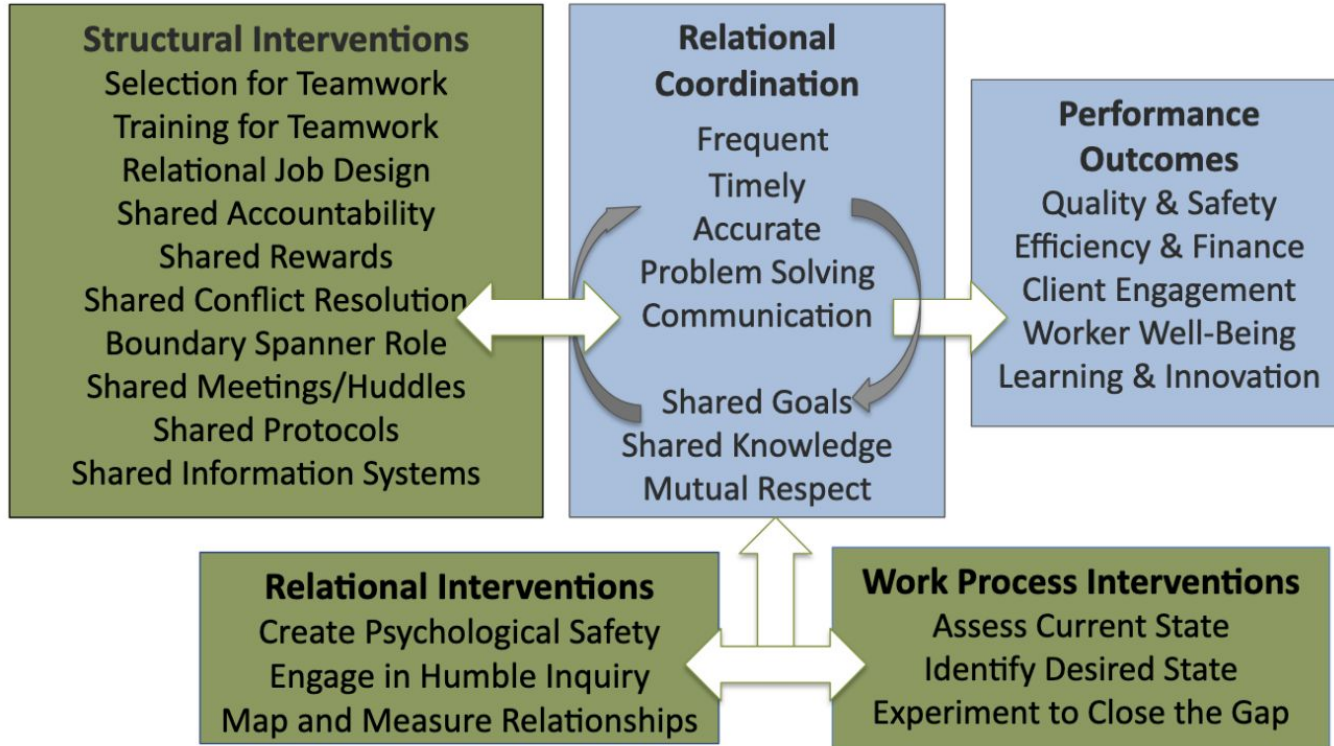# Selecting for teamwork

What It Is: Selecting for teamwork is a process of identifying and selecting people who demonstrate the relational competencies needed to coordinate with others in interdependent roles, and to support coordination among others.

Why It Matters: It is possible to train people how to engage in teamwork. But it is very helpful to first recruit and hire people who already have relational competencies. Selecting for teamwork is relevant for any role that requires interdependent work - from frontline employees to top managers and board members. It is relevant for new hires and for internal promotions. It is even relevant when selecting external partners and vendors. Anyone who is expected to coordinate with others should be selected for teamwork.

How To Do It: Guided by results from the Org Structures Assessment Tool, determine which jobs need greater selection for teamwork. Look at their job designs to identify the relational competencies needed to do these job successfully. Then develop a recruitment plan to attract people with those competencies, and a selection plan to identify people who have those competencies. This process is usually led by HR departments with input from hiring managers.

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Selecting for teamwork is part of the Relational Model of Change

Structural Interventions
Selection for Teamwork
Training for Teamwork
Relational Job Design
Shared Accountability
Shared Rewards
Shared Conflict Resolution
Boundary Spanner Role
Shared Meetings/Huddles
Shared Protocols
Shared Information Systems

Relational Coordination
Frequent
Timely
Accurate
Problem Solving
Communication

Shared Goals
Shared Knowledge
Mutual Respect

Performance Outcomes
Quality & Safety
Efficiency & Finance
Client Engagement
Worker Well-Being
Learning & Innovation

Relational Interventions
Create Psychological Safety
Engage in Humble Inquiry
Map and Measure Relationships

Work Process Interventions
Assess Current State
Identify Desired State
Experiment to Close the Gap

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Other structures in the Relational Model of Change

- Selecting & training for teamwork
- Relational job design
- Shared accountability & rewards
- Shared conflict resolution
- Boundary spanner roles
- Shared meetings & huddles
- Shared protocols
- Shared information systems
- Shared space

A summary of the evidence:
Bolton, R., Logan, C., & Gittell, J. H. (2021). Revisiting relational coordination: A systematic review. *The Journal of Applied Behavioral Science*, 57(3), 290-322.

Gittell, J. H. (2016). Structural interventions in *Transforming relationships for high performance: The power of relational coordination*. Stanford University Press.

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Identify needs using the Org Structures Assessment Tool

Structures	Nurses	Case managers	Physicians	Residents	Physical therapy	Respiratory therapy
Selecting for Teamwork	Strong	Strong	Weak	Weak	Moderate	Moderate
Training for Teamwork	Strong	Strong	Moderate	Moderate	Strong	Strong
Relational Job Design	Moderate	Moderate	Weak	Weak	Strong	Strong
Shared Accountability	Moderate	Weak	Moderate	Moderate	Moderate	Weak
Shared Rewards	Weak	Weak	Weak	Weak	Weak	Weak
Conflict Resolution	Strong	Strong	Moderate	Moderate	Strong	Strong
Boundary Spanner Role	Strong	Weak	Weak	Weak	Moderate	Weak
Shared Meetings & Huddles	Strong	Strong	Weak	Weak	Strong	Strong
Shared Protocols	Strong	Strong	Moderate	Moderate	Strong	Strong
Shared Info Systems	Strong	Strong	Strong	Strong	Strong	Strong
Shared Space	Weak	Weak	Moderate	Moderate	Moderate	Weak

WEAK SUPPORT   MODERATE SUPPORT   STRONG SUPPORT

Selecting for teamwork

◆ Be clear about the job you are hiring for

◆ Who is your target employee - what are the KSAs (knowledge, skills and abilities) you are looking for?

◆ Avoid unconscious bias in defining your target employee?

◆ Let the job design determine your target employee

JOB DESIGN >>TARGET EMPLOYEE

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Selecting for teamwork

◆ Assess current job design
  ◆ Develop a job description for this role using relational job design
  ◆ What are the technical requirements for this role? What are relational requirements for this role?
  ◆ Note the interdependencies between this role and other roles using a relational map

◆ Identify target employee

◆ Consider **value proposition** for your target employee (pay, hours, other motivational elements)

◆ Create recruitment strategy for reaching target employee

Jobs typically require both technical *and* relational competencies

◆ How to **recruit** and **select** candidates who have both technical and relational competence?

◆ What is the role of relational competence vs. technical competence when identifying your target employee?

◆ Does your job design require both skills?

◆ How to get specific about types of technical and relational competencies that are needed?

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What kinds of relational competencies are needed for this care coordinator (CC) job?
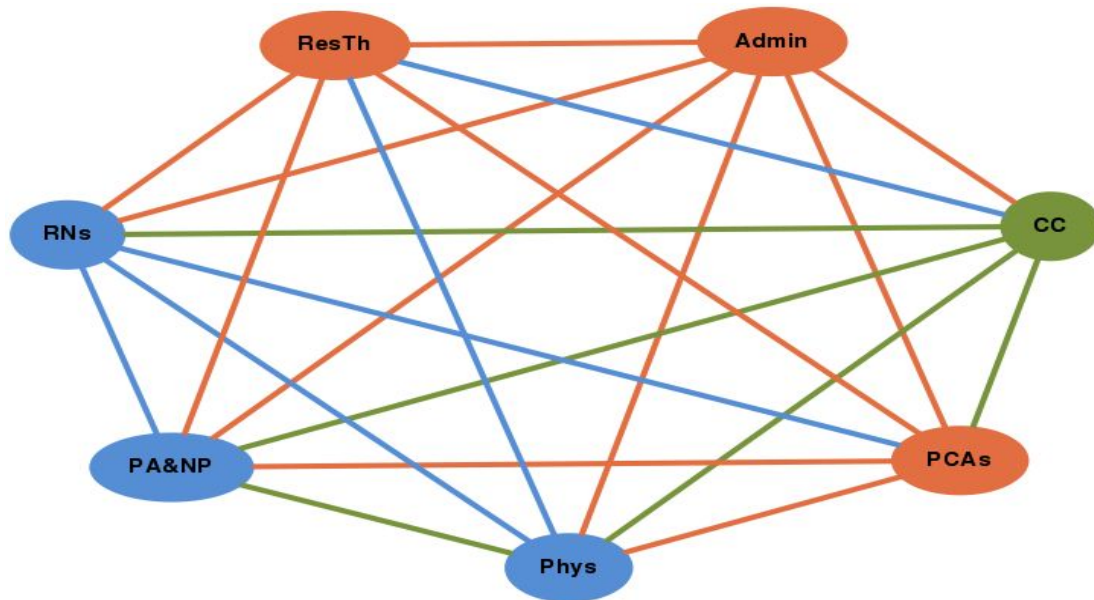
Note this map shows the current state of relational coordination. If the CC is a boundary spanner role, the desired state might be for CC to have strong ties with all other roles - and to build strong ties among all other roles!

	Within Workgroups	Between Workgroups
Weak	<4.1	<3.5
Moderate	4.1-4.6	3.5-4.0
Strong	>4.6	>4.0

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Job posting is critical for targeting teamwork

◆ To attract a pool of applicants who fit target employee profile, job posting should clearly communicate both technical and relational competencies

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Recruitment strategies to consider
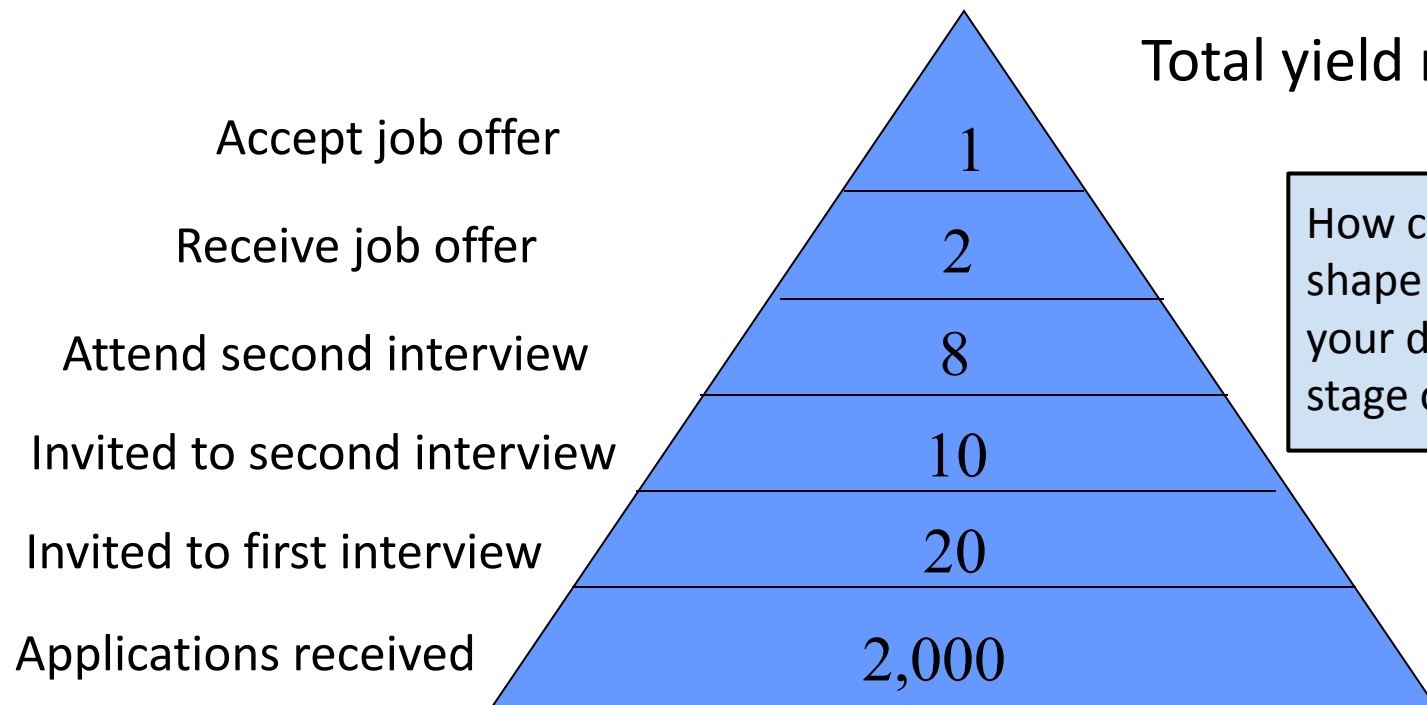
◆ Internal vs. external search

◆ Careers vs. individual jobs

◆ Long-term vs. short-term relationship

◆ Outsource vs. in-house

◆ Over- vs. under-selling

◆ Diversity vs. homogeneity

◆ Broad vs. targeted recruitment

◆ Whether and how to leverage AI

Broad vs. targeted recruitment

◆ Targeted recruitment creates higher yield

  ◆ say 1/20 – one employee selected for every 20 applications received

◆ Broad recruitment creates lower yield

  ◆ say 1/2,000 – one employee selected for every 2,000 applications received

◆ Targeted recruitment requires more up-front thinking

◆ Broad recruitment increases costs of sorting through applications though AI reduces those costs considerably

How well can AI identify technical competences?
How well can AI identity relational competencies?

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Sample yield pyramid for broad recruitment

Accept job offer — **1**

Receive job offer — **2**

Attend second interview — **8**

Invited to second interview — **10**

Invited to first interview — **20**

Applications received — **2,000**

Total yield ratio = 1/2,000

How can you influence the shape of this pyramid with your decisions at each stage of the process?

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Sample yield pyramid for targeted recruitment

Accept job offer

Receive job offer

Attend second interview

Invited to second interview

Invited to first interview

Applications received

1

2

4

5

10

20

Total yield ratio = 1/20

How can you influence the shape of this pyramid with your decisions at each stage of the process?

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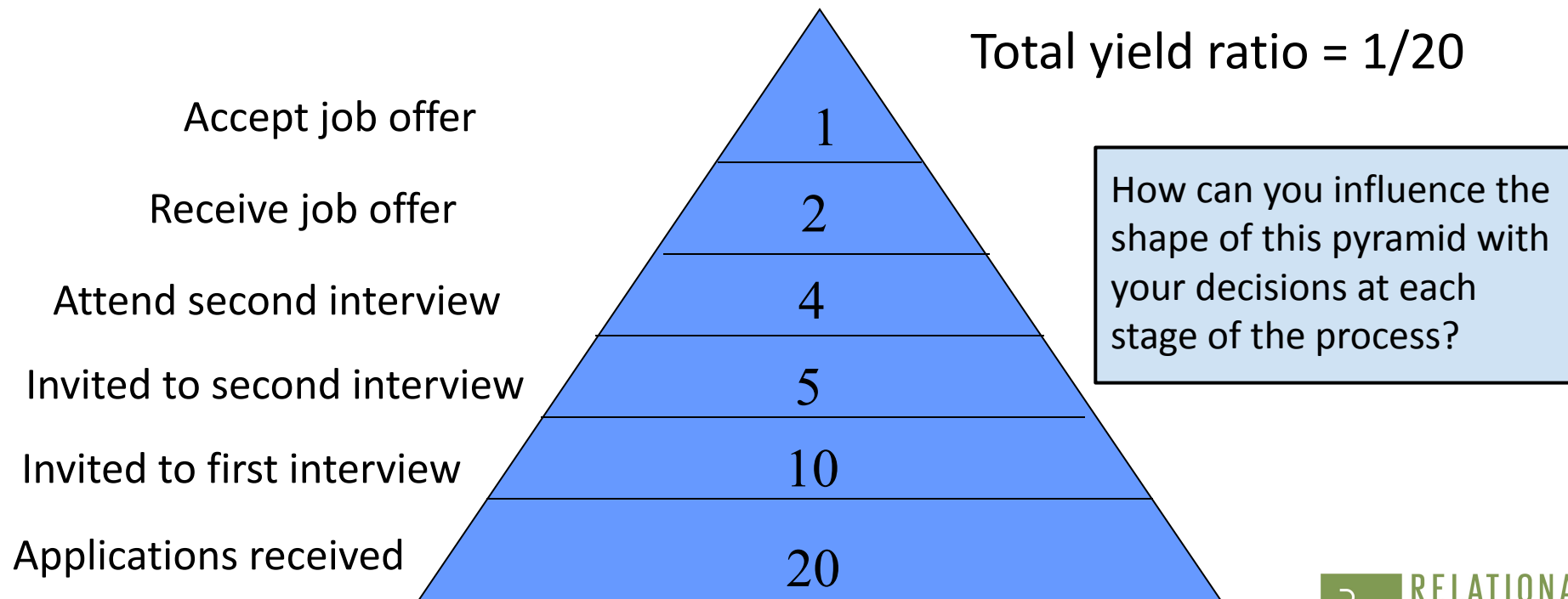
Once you have applicants, you can focus on *selection*

How recruitment and selection influence each other

◆ You can only select from the applicants you have recruited/attracted

◆ If you recruit unsuitable applicants, selection is more time-consuming, expensive and more likely to result in wrong hire

◆ You may lose the applicants you select if you don't *continue to recruit them* effectively throughout the hiring process

◆ If you are selecting for teamwork, you need to walk the walk!

Successful selection means…

◆ Choosing best candidates

- ◆ Fit the profile of your target employee
- ◆ Right qualifications, both technical and relational
- ◆ Will stay in job desired the length of time
- ◆ Meet your diversity goals

◆ Using resources wisely

◆ Using methods that are valid, reliable and legally compliant

Tools for selection include ...

- ◆ Applications
- ◆ Resumes
- ◆ AI screening
- ◆ Formal references
- ◆ Informal references
- ◆ Interviews
- ◆ Mental ability tests
- ◆ Personality tests
- ◆ Work sample tests
- ◆ Realistic job previews

Which tools are the most suitable for identifying technical competencies? Relational competencies?

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Choosing *valid* selection criteria

◆ Criteria must be related to ability to perform the job
  - ◆ Legally, criteria must be "job-related"
  - ◆ Best to have evidence that these criteria predict performance (*criterion-related validity*)
  - ◆ Critical for avoiding discriminatory hiring decisions!!!

How does the trend toward skill-based hiring impact the criteria you will be using to identify technical and relational competencies?

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Validity and reliability

◆ A test has **content validity** if it gets at the knowledge, skills, abilities, etc. that are identified in your job description

◆ A test has **criterion validity** if it predicts job performance (this means you have chosen the right selection criteria)

◆ A test is **reliable** if testing the same applicant multiple times, and with different raters, will produce the same result - but what if you deliberately choose diverse stakeholders to help select your candidates?

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Threats to validity

- Similarity error
  Race, sex and appearance bias

- First impression error

- Nonverbal factors

- Faulty listening and memory

- Contrast error (compare to previous applicant)

- Overweight positive information (halo effect)

- Overweight negative information (reverse halo effect)

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Interviews vary in validity and reliability

- ◆ Unstructured
  - ◆ low validity and reliability
- ◆ Semi-structured
  - ◆ moderate validity and reliability
  - ◆ from general to specific
- ◆ Structured
  - ◆ highest validity and reliability
  - ◆ especially situational or behavioral
  - ◆ focus on job-relevant behaviors gives highest validity

Increasing validity/reliability of interviews

- Lower validity/reliability when focused on
  - subjective issues
  - future-oriented behaviors
  - narrow assessment – honing in on particular fact
- Higher validity/reliability when focused on
  - factual issues
  - past behavior (best predictor of future behavior)
  - overall assessment – consider all evidence

Assess effectiveness of your selection process

◆ Are the candidates you hired performing well?

◆ Are they demonstrating the technical and relational competencies needed for their jobs?

◆ Are they having a positive impact on relational coordination with colleagues within their role - and on relational coordination with other roles - and with their leaders and clients?

◆ Are they satisfied with their jobs?

◆ Are you seeing unwanted turnover?

◆ How costly was it to recruit and select them?

◆ Have you met legal and ethical standards?

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Evidence from research

Find summary here:

Bolton, R., Logan, C., & Gittell, J. H. (2021). Revisiting relational coordination: A systematic review. *The Journal of Applied Behavioral Science*, *57*(3), 290-322

SAMPLE Recruitment and selection plan

See sample plan here

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