

In an exercise that helps point out the need to have everyone on the same page, we asked a senior leader group how often their department did certain tactics: always, usually, sometimes, or never.

In the sample organization, there are 11,000 employees and 11 individuals sit at the senior executive table. Five of the senior executives had absolutely hardwired peer interviewing. They had hardwired behavioral-based questioning, used the matrix to select new employees, and held 30- and 90-day meetings between the supervisor and each new hire. So they responded with always.

Four of the senior leaders said usually, which meant three out of every four times in this situation. One of the leaders said sometimes, which meant anywhere from 1 to 74 percent. One leader said never.

Let's look at our leader who answered never. In his role, 1,200 employees report to him in some fashion. So 1,200 out of 11,000 employees are not experiencing what the CEO is talking about at employee forums, or what they're reading about in employee newsletters, or what some of their co-workers who work in other divisions are experiencing.

The sometimes leader had approximately 800 in her division. When 1,200 and 800 are added up, it equals 2,000 people. That means nearly one out of every five employees in that organization were not experiencing what they were supposed to be experiencing. The results are good, but imagine how much better they could be.

Always 90-100%	Usually 75-89%	Sometimes 5-74%	Never <5%
5	4	1 ▼ 800 employees	1 ▼ 1,200 employees

Conclusion: *Total = 2,000 employees*
One in every five employees may or may not be peer interviewed.