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# GEORGE'S GREEK VILLAGE.

**New authentic Greek restaurant a huge hit, offering good food, good portions and great service - all at a great price.**

By **SCOTT LESLIE**

**W**HEN **GEORGE KOUNTOUROGIANNIS**, THE owner of George's Greek Village on 535 Queenston Street in St. Catharines, first opened his doors last October, he expected a modest turnout for his new restaurant. One he would grow slowly but surely as the months passed by.

What a difference a year makes!

According to the St. Catharines restaurant owner, George's Greek Village has been a huge hit, offering good food, good portions and great service - all at a great price.

"It's been amazing," George says. "We're very pleased with the response from the community. We're getting people from Niagara-on-the-Lake, Niagara Falls, St. Catharines, Thorold... We're getting tourists coming in from New York, Pennsylvania and Texas. Our numbers have gone way beyond expectations."

The business itself was originally known as Frado's Italian Restaurant & Dining Lounge, serving the Niagara Peninsula for close to five decades until it closed in the summer of 2015. The Kountourogiannis family then bought the property and the building underwent a massive 13-month renovation.

*Continued on next page >>*





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# Data Driven Hiring Places Employees in the Right Role

By **STEPHEN FLOWER**, PREDICTIVE SUCCESS CORPORATION

**H**IRING EMPLOYEES IS A significant investment for any organization. But often, management makes the decision based on their 'golden-gut' feeling which is influenced by superficial attributes that have no bearing on the behavioural requirements of the role. According to Accounting School Magazine, a bad hire can have a devastating financial impact, with costs ranging from \$25,000 to \$220,000, depending on the position, to attract, hire and train a replacement. Placing employees in the wrong positions also has a negative impact on corporate culture and productivity. To avoid this costly mistake, employers must rely on people analytics to ensure job fit when making hiring, professional development and career advancement decisions for their workforce.

“*Placing employees in the wrong positions also has a negative impact on corporate culture and productivity.*”

## Top Three Ways to Build the Best Workforce Using Analytics

### 1. Finding employees that fit the organization's culture

Hiring the wrong person can lead to months of false starts and under-performance. To get it right the first time, companies need to objectively analyze what is necessary for a new hire to excel in the position and in the workplace overall. Building a behavioural profile of the specific role establishes a benchmark by which prospects can be evaluated.

The Centre for Spatial Economics (C4SE) faced this scenario when searching for their next hire. With a small team of five economists, hiring the wrong person could have significantly altered their corporate culture. By supplementing their regular hiring process with insights from the Predictive Index, available through Predictive Success Corporation, C4SE was able to quickly sift through all the candidates and find the top performer. In fact, the data based analysis uncovered two applicants with high potential so they were both hired to help the organization grow aggressively.

### 2. Filling the gaps on the existing team

One consequence of a homogeneous workforce is groupthink. While working with a team that shares your interests makes the work environment enjoyable, employees offering a 'counter-view' are often necessary for a company's long-term success.

A rapidly expanding financial services company recently faced this issue. Their leadership

team was comprised of forward-thinking, big-picture entrepreneurs and the pool of potential candidates shared the same outlook. This could have resulted in a team that was strong on strategy, but lacking in drivers who were motivated to execute management's ideas. Instead the leadership team relied on a job profile developed specifically to attract applications from pragmatic, hard-workers who were focused on executing well-defined plans. They hired the applicants who fit the job profile and the team's balance evolved as planned.

### 3. Ensuring employees have the 'DNA' that allows them to excel

The 'holy grail' of people analytics is being able to predict who will excel in a role based on how they are hardwired. A program based on human analytics can solve this challenge by building behavioural, cognitive and skills profiles of potential candidates. This gives employers a snapshot of their DNA, providing insight into what motivates individual workplace behaviours.

This was the case when Canada's largest mobile phone provider decided to transform the culture of their sales team from a 'proactive service' orientation to a 'driving growth' mentality. Since an analysis of existing sales staff showed that the group was wired with a service focus, any new hires needed to have a growth mentality. By redefining job descriptions based on the behavioural data gathered, existing employees were moved to roles consistent with providing service and maintaining the customer base. In tandem, new sales representatives were recruited to focus on winning business and driving results. The result was the desired culture shift and a significant boost in sales volume.

Beyond the valuable benefits of placing employees in the right positions, behavioural data also allows management to tailor on-boarding practices and professional development to specific employee needs. Human analytics can also identify future leaders and candidates to aid succession planning. A workforce, no matter its size, with employees in the right positions has a solid foundation for ongoing business success. **BL**



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