

Hiring managers: promote or scout?

It's time to make some management changes within your organization; your task now is to hire a manager. Should you promote an employee from within or hire someone from a competitor? Before you make the decision, explore all of your options. A case can be built for both; there isn't a right or wrong decision, but rather an opinion that drives and informs your management style.

Pros for hiring from within the organization:

- If you promote an employee who has handled and tackled every challenge presented to him or her, you are sending a valuable message that hard work pays off within your organization and employees will be rewarded with a challenging career path.
- By promoting this employee, there already is familiarity with the organization's management structure, policies and procedures.
- This new manager already is familiar with the current staff and the clients.
- No need to pay a recruitment fee or process additional hiring paperwork.
- This new manager can start immediately.
- The organization always hires from within; current employees are rewarded for their efforts and dedication to the organization.

Cons for hiring from within the organization:

- This new manager has a lot to prove to co-workers.
- Established "work habits" exist that aren't necessarily diplomatic or complementary.
- A risk is taken of demotivating those employees who were considered from within the company but who were passed over.
- Will the new manager be objective when facing client issues or will he or she take better care of previous clients?
- If the new manager doesn't perform as well as anticipated, will he or she be let go from the organization or return to the previous position?

Pros for hiring from outside the organization:

- By hiring a manager from outside, an organization can profit from a competitor's depth in training, a new management style and expertise in an area where the current company might be weak.
- This new management style will inject new ideas into the existing team and perhaps help to attract and bring in new employees.
- The new manager can create a new style within an organization that has become mundane and predictable and perhaps can even boost morale to achieve maximum results.

Cons for hiring from outside the organization:

- Current staff begin to feel very uneasy about a new manager. Will they make changes?" "Will I be replaced?" "Should I start looking for a new position?"
- The newly hired manager will need time to adjust and learn about the organization's existing policies and procedures.
- Sometimes large sign-on bonuses or higher salaries are needed to hire these managers from outside.

Prior to making your new hiring decision, weigh each of these ideas and explore all of your options. Is your decision really based on the overall company philosophy? What sort of short- and long-term goals will be met with this hiring decision? Will this decision help you and your company meet your goals and elevate your position? Everyone wants to make the right decision and be with a winner.

There is no right or wrong decision, but rather an opinion driving your style.