

# Turnover.

Isn't it every manager's nightmare? It's the biggest drain of resources of a company. Figures show that it costs \$10,000-\$250,000 to replace one employee, depending on the industry and rank. And that doesn't even include relocation costs. It's even worse for small companies because there are not enough people to absorb the shock or additional workload.

Enter graphology: a hedge against the drain.

Let's say you are a dentist who has just hired a receptionist. She had good references and a sterling work record. But nothing in her interview hinted at her irritable nature. After months of costly training, you begin to get feedback from patients that she is a little too curt, turning off potential and current patients. The doctor loses out big time. It's just become too expensive to keep her in that position.

To keep from making another costly mistake, the dentist could hire Pennie Morehead who offers a powerful tool for taming these ugly challenges in the business hiring market—graphology.

While graphology, or handwriting analysis, has long been respected for its usefulness in areas such as forensic crime and forgery, it is just beginning to cross over as the next human resource tool.

"Hiring can be a minefield," Morehead explains, "because there are so many questions you cannot legally ask job applicants." She further points out that resumes are often "massaged" to mislead and cover up certain facts, making the job of hiring even harder.

"Besides, she adds, "even if you could ask all those 'unaskable' questions, it doesn't mean you get to the root of what makes a good employee for *your* company."

There are several ways an employer can use graphology. One approach is to analyze a writing sample, usually collected during the interview, and write a comprehensive report. This is a more global approach. If, on the other hand, the company is looking for a certain set of traits in an employee, Morehead can custom design an evaluation form that lists those crucial traits and rate the applicants based on her handwriting analysis. Take, for example, a trucking company whose ideal candidate is flexible, comfortable being alone, independent, careful, and physically strong. The applicant would have to reach a threshold score to be considered viable.

Yes, it's legal to analyze your handwriting, which is no more private than your face or voice. Morehead is quick to point out that it is not foolproof, but is a powerful way to corroborate data from other tests and interviews.

The cost of an analysis quickly pays for itself, she says. It is a boon to anyone wanting to get it right the first time. She should know: She was behind an HR desk for over 20 years.