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Blueprint for Great Hiring

healthy intelligent culture

team

TAKING THE RIGHT STEPS TO HIRE THE BEST PEOPLE

COLIN CHRISTENSEN

Contents

The Big Picture

The World is Changing – Better Keep Up!

Let me introduce you to why it is so important to hire well.

In his book LINCHPIN [1], Seth Godin discusses how society was changed dramatically by the industrial revolution. Education, infrastructure and economies were changed forever to support this new revolution and we have been living in that new form for well over several generations. There is a new revolution on the rise that will forever change society again. Although we cannot be sure what this new revolution will be called, it is certainly something we will need to get used to and adapt to and embrace as it has already started enveloping us.

We are on the cusp of this shift. What we knew about hiring and retaining people for the last several decades, if not centuries, is changing quickly. What used to work, is not working any more.

Those who understand this shift and these new rules will reap the rewards and gain a seemingly impossible competitive advantage for years to come.

There are already dozens of organizations who have figured this out and they are the ones defying economic downturns.

I have experienced both sides of this equation and I bet you have too.

Have you ever worked for a company that sucked the life out of you? Some elements of why the work was so draining were obvious, others seemed to escape you as you just shook your head in exasperation. At the other end of the scale, have you ever worked with an organisation that inspired you to do better, where you would jump out of bed in expectation of a great day and make those around you sick by saying how much you love your job? What an incredible feeling that is.

Unfortunately, most have experienced the former and far too few have experienced the latter. It does not have to be this way.

You may have built your business to address some of these issues and were convinced you could do it better yourself. Welcome to the club!

Now you have your own business and somewhere along the way, things are not going quite as expected. You thought you had the solution to how to make everyone on the team perform at their peak, yet you find that no one really seems to have the same level of ownership you do. You feel more and more that you have to push and prod to get done the things you want.

Maybe, if you are lucky, there are a few great people on your team and you can't seem to find any more like them and you see nothing but resumes of people who don't even know how to spell the things you need. Ugh!

I know because I have lived it – for over twenty years. I have worked with and lead in companies who have received awards for great places to work, Profit 100 fastest growing companies and other enviable awards. I've also worked as a top-tier recruiter placing the best people in great companies and firing clients who aren't worthy of my amazing candidates. And building my own organisations because the ones I was in made me want to stick sharp objects in my eyes so I wouldn't have to be there anymore.

Although this business of hiring and people can be frustrating because it seems like some frat-house secret that we don't get to be a part of, I assure you - with some work and reframing of your world view, you can be a part of the elite who loves what they do and watch as your team flourishes, attracts without effort, leads itself and leaves you to focus on what's most important like your family and visioneering the future for your favourite business.

Making Leadership Suck Less

Part of your change of view must be to **_Purpose and Values Based_** hiring.

Most people, when they hire, do two things:

1. Ask their friends and families who they might know, and
2. Put an ad in the "paper"

While the first is brilliant, often it is not as effective as they would hope. The second is almost scary because of the results that usually come in: lots of money out, lots of garbage in.

When you shift to Purpose and Values based hiring, there is a process to go through. This is what we'll be discussing in the next section. The results of hiring with this focus are worth paying attention to.
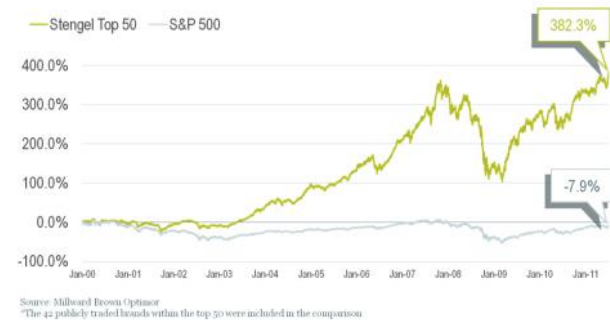
I don't believe in fluffy. I'm not talking about everyone singing kumbaya around the water cooler. I'm a driver and completely irreverent towards status quo. I want results and performance and, at first blush, this idea of Purpose and Values Driven hiring seems fluffy. It is NOT.

When you successfully tap into your people's intrinsic motivation, it is like lighting a fire under a propane tank. They become self-propelled; they take ownership; loyalty is created; a magnetic company starts forming and, you create something that is healthy, intelligent and makes your job easier. And, therefore, sucks less. And, you as the leader better strap in, you are going to be the one on the front of that tank trying to steer it.
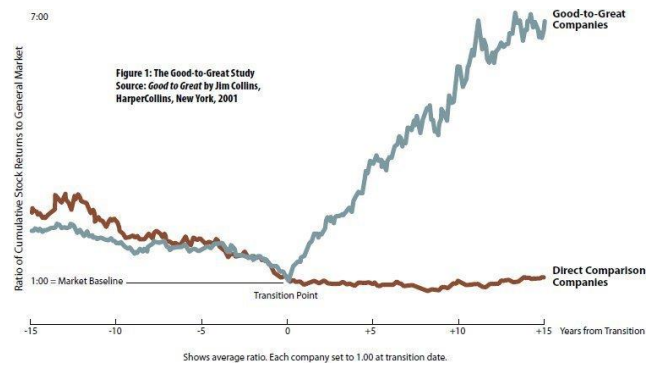
There have been studies on this. You have probably read them. No doubt you have read Jim Collins GOOD TO GREAT [2] or come across Jim Stengel's book GROW [3]. Let's look at them briefly.

According to the 10 year study of 50,000 companies documented in Jim Stengel's book GROW [2], his picks for the top 50 companies, ones that were "purpose and value driven" outperformed the S&P 500 by 400%.


The Stengel 50 vs. S&P 500

Source: Millward Brown Optimor
*The 42 publicly traded brands within the top 50 were included in the comparison

Again, through studies carried out by Jim Collins and discussed in books like Built to Last [3] and Good to Great [4], purpose and values driven companies beat competitors 15:1.

Figure 1: The Good-to-Great Study
Source: Good to Great by Jim Collins, HarperCollins, New York, 2001

Shows average ratio. Each company set to 1.00 at transition date.

Cornell University did a study on autonomy. They cited that, of 320 businesses studied, the half that were practicing autonomy grew bigger by 4x than the others and had 1/3 the turnover.

CORNELL UNIVERSITY AUTONOMY STUDY
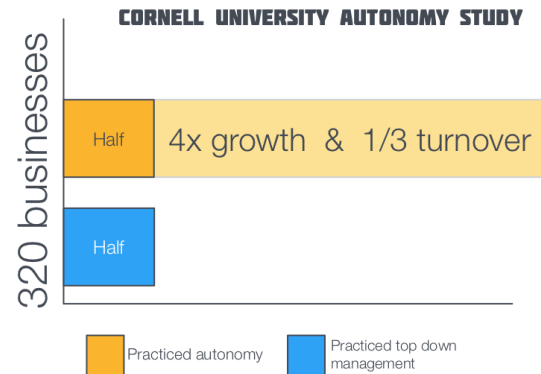
We are all fighting to have a company that grows like this. We didn't start this in hopes of being mediocre. This isn't a pipe dream. It can be done… I've done it and I'll show you how.

This book will get you going. I expect you to get tremendous value out of it and see your story change. Join us back at the website for more tools and free stuff. Here's to your business… Cheers!

Use the Star to Hire All-Stars

In order to achieve successful hiring, each Step should be discussed by your team and a process should be established. The process is put in place to ensure no one sidesteps just because we feel "this guy is different". You need to trust the process enough that your best prospects will be discovered and those you don't want will be discouraged by going through it.

The following diagram is something I have worked on over the years as I've gone about hiring in my various roles. We all do each of these Steps, we just do not slow down enough to understand each one.

The rest of this ebook breaks down each Step, and their importance.

If the prospect of seeing your company achieve what we have talked about thus far is exciting, wait until you see and feel the power going through these Steps.

1.   Don't forget the WHY

Great hiring starts by asking ourselves "why?"

Many times the answer to that question seems to be "because I need someone to do this or that." Instead, we should slow down and look at the big picture, or at least get a deeper clarification.

I understand the pain associated with not having enough people to do the work that needs to be done. I can tell you from experience that having a full staff and not being able to get the project done is even more painful.

Having the wrong people on the team is not what you want and most often happens when we do not take the time to ask ourselves WHY we want to hire.

I propose you slow down the hiring process and have *all* your turnover before you commit to a hire.

Here are some questions to ask yourself:

- What is missing in the talent pool we have already?
- What is not getting done?
- What role will be most important in the next six months, in the next year?
- Do we need someone temporary or permanent?
- What is needed to better meet our clients' needs?
- Who is most overwhelmed in their current role? Why?
- How might we best redistribute the workload to delay hiring?
- Do we have the finances to sustain such a role?

2.   Tell me about the ROLE

Now that you know why you are hiring, let's put down some specifics about the role itself.

What are the key responsibility areas (KRA) for this role? In other words, can you describe in a sentence or two the area in which you want them to succeed? After thinking through the why, you should see the role taking shape. You want the KRA's so clear that you can describe them in a few sentences.

There are two major reasons for this:

- When the role is distilled down like this, you have given enough thought to what truly needs to get done. It's like you have the puzzle pieces all put together and there is one well defined piece missing. When they are scattered around the table, you can't tell what is missing.
- When the role is defined this well, the person taking on the role will know what the "win" is each day they come to work. Team members with a hundred items in their role description are unsure of where

they make the most impact. They lack focus and therefore, lack productivity. I'm pretty sure you don't want this new person to be sitting around playing Facebook games all day. Nor do you want them just trying to look busy.

A well-defined role makes it easier to identify the next Step.

3.   WHO is this person going to look like?

WHO?

When The Body Shop comes out with a new product, they dig into so many demographics and psychographics that they literally design a cardboard cut-out of the perfect client. It would have the clothes they wear, what they might look like and many of the characteristics of their ideal patron. So much so, that when this person walks through the door, they would be able to identify them immediately. This is referred to as an avatar.

Our hiring should be the same. When the ideal candidate walks through the door, we should be able to peg them right away.

The avatar begins to take shape with a couple of quick questions you likely already know the answer to:

1.   Who on your team would you want to clone? If you don't have a team yet, who have you worked with?
2.   Who on your team would you happily replace?

We all have these people on our team. One of my questions at this time might be "Why on earth are you keeping that second one?" Hmmm…

Take a look at these people and list some of the characteristics you appreciate, or that drive you nuts. What professional traits do they have? What types of personalities do they have? Have you done testing to analyse their personalities such as Myers Briggs [5], True Colours [6], Social Styles [7], DISC [8] etc?

A caveat here: You want to ensure diversity in your hiring. Having people not only from different cultures but also different genders and, as I wanted to illustrate here, different personalities. If everyone on your team has a similar world view, you will always have the same blind spots. What you don't see can kill you. This is the chief reason you don't hire someone just because you get along with them. If your company becomes a back-slapping boys club of similar thinkers, the party won't last long.

One recent profiling system I have come across is howtheworldseesyou.com by Sally Hogshead [9]. The reason I like this one, aside from nailing my personality (regardless of how much I might want to disagree with some elements) is because the matrix she designed shows the diversity of your team and helps you identify gaps in your mix.

In line with this diversity, understand that you do not necessarily want an "analytical" doing your marketing. Just because Kevin in Development is the guy you want to clone, does not mean he would make the best person to fill the role you are hiring for. There are many different dimensions.

Fit is key throughout this whole process. There are four elements I am always looking for while hiring.

1. Character
2. Competency
3. Chemistry
4. Capacity

Character is the type of person they are. Are they honest, thoughtful, the type of person who cleans up after themselves in the kitchen, etc?

Competency asks if they can do the job. Do they have the experience to do what's needed and to do it well? Not being in over their head and not being bored because the role is beneath them.

Chemistry is the big one. This asks how they fit in with the team. Potassium is a useful element but, when added to water, spontaneously combusts. It is important to hire the right person for your team. Not just the one you like.

Capacity is all about sustainability. As a growing organisation you want to hire with capacity in mind. Are they able to grow with the company? Where are they in their career? In their trajectory? Are they the life-long learning type? Can they commit to the job and follow it through?

When you ask yourself who to hire, spend some time thinking about the mix of people on your team and describe the "who" that fills the missing part of the puzzle. This will ensure you miss a few landmines in the hiring process.

4. What does your TEAM think?

At this point it is easy to fly ahead to the next step. Take a minute and run your findings by your leadership team.

- Do they see the same gaps?
- Do they want to clone the same people?
- Would they fire the same ones as you?
- Why?

Having another point of view while hiring key roles is very useful. Again, it eliminates blind spots. Rookies miss this step and pay for it later on. Take a little time now and reduce poor hiring decisions later.

5. Tell me a story

Stories sell. The evidence for this is huge.

You are sitting at your desk trying to get the last couple lines in on an email when you are told your 10:30 interview is here. As you straighten a few papers, get out a note pad and pull up the resume on your screen, the door opens. Like a scene from a cheesy movie, a beam of light and the Hallelujah Chorus start on cue as the cardboard cut-out candidate from Step 3 walks through your door and introduces herself.

Stay calm.

What are you going to tell her to win her over?

When something like this happens – and unfortunately in almost any interview where person is impressed by the candidate – most interviewers proceed to talk, nay, *sell* for the next 40 minutes trying to convince the candidate how great their company is. They win them alright, but only to find out later they were truly not the right person for the role.

First important rule: You have two ears and one mouth. Use them in ratio. Talk half as much as you listen. That means, for every half hour interview, you talk only 10 minutes and have the candidate talking the other 20. We all know when someone is allowed to talk about themselves, we not only learn so much more about them, they also feel listened to and, therefore, find you more likeable as well.

If you don't have a plan you are likely to wander all over the conversation landscape. Have a few key questions to be answered, a few points to communicate to them about you and your team in addition to other questions designed to draw them out. More on that later, in the recruitment process.

What you say to these candidates should be derived from what they want to hear, not just from what you want to tell them. Now, don't get me wrong. I don't want you to lie to them. You want to focus the story around elements that will resonate with them. A vibrating tuning fork won't break every glass, but it will break the one on the same frequency.

Going back to those people you want to clone or get rid of - find out what they love or hate about the teams they are working with and use those answers to win over your ideal candidate.

For example: Kevin is your brilliant developer and one of the things he loves best about working with your company is the focus on learning. You have paid for some of his education and encourage him to spend an hour a day reading in his area of interest and one day a month you allow him to work on anything he desires as pure innovation time.

This may be very obvious but telling another developer this story in an interview – specifically using one of your current team members as an example – will do more for winning this candidate than almost any salary you may present. *IF*, she is the right one.

6. Extra! Extra! Read all about it!

Now that you have the story, we need to get it out there.

Whatever you do, don't do ads the way most people do them. Ugh

Surely, you have looked for a job at some point. Remember those ads? How hard was it to get information about the role? Did you read them through completely with rapt attention? Didn't they all sound the same? It gives you the impression any of them would be a suitable ~~disaster~~ project for you to get into.

I know it seems like a good idea to put a ton of information into the ad to try to keep those with no experience from applying. That won't work. Get a little cheeky. When you boil down the role to a few key components, saying something like "Don't even think of applying unless you have professional experience dismantling nuclear arms". It becomes exclusive in its own way – and shows a little more personality.

Many would argue against putting salary ranges in the ad. You should. I can give you many role descriptions that would have both junior and senior resources think it is perfectly designed for them. I know what you are thinking: "but then you get intermediate people applying for a senior role thinking they will get more money". The selling of the role is in the description, not just the salary, and will do more to attract the right people and deter the wrong ones.

A key thing to include in your ad is WHY someone would work there. If you describe the role and company (the good, bad and ugly), you will find the accuracy of candidates applying improve dramatically.

I heard it said: "You can't say the wrong thing to the right person and you can't say the right thing to the wrong person". Sage wisdom right there.

7.   Where have all the good people gone?

I spent several years as a hiring manager and several more as a recruiter.

From 1999 to 2003, our role as recruiters looked like this:

The explosive need for people through Y2K and the .com era produced several self-professed IT (information technology) folks. Yet, few actually knew what they were doing so my clients needed someone to help distinguish the talented fish from the sea of mediocre ones.

From 2004-2007 the market looked more like this:

When the posers figured out no one wanted to hire them and the market exploded with a huge need for technology, the market everywhere – especially in Alberta – dried up, with nary a fish to be found. My clients were begging us to find a fish of any colour.

This lasted until just before the economic downturn in 2008.

From then until now, it has been a different market. Two fundamental factors affected the hiring and recruiting industry forever: The economic downturn forced employers to spend less on recruiting companies and that timed fortuitously with the onset of social networks where you could find anyone on LinkedIn and Facebook, or put up job ads for free on Kijiji, Craigslist and the like.

During the downturn, companies were forced to cut their budgets and started looking at these social platforms to identify the people they wanted. The problem then, as it is now, is that just because you can see them does not mean you can reach out and talk to them. So the companies call in a recruiter because they don't have the skills to actually connect with them. Since they have already identified the person, they ask for a reduced fee. The boom also attracted many new hiring agencies thinking there's money to be made in recruiting, and since

there is not as much work and all this pushback, these new agencies were willing to work for less and all the older agencies are lamenting they don't get the fees they used to.

Recruiters are not some cool black box you can put a request into and out pops the ideal candidate, though great ones can make this seem so. One way a good recruiter makes it seem so easy is by asking the right questions of both the client and the candidate. All of this is being taught here, in these very pages.

If you still want to pass along the big bucks to the recruiters, I'm sure I can introduce you to some of the best. If you are willing to work a little harder and smarter, you will see a vast improvement in your hiring and the huge benefits that come from it.

Now, "where can you find the people you are looking for?"

Asking peers for referrals is a great starting point. And ads do work, if done as specified in the previous point.

Let's look at a list of avenues to win introductions to candidates – best to worst:

1. Implementing what has been discussed in this ebook
2. Referrals from current employees
3. Referrals from GREAT recruiters (because they've taken time to understand your business)
4. Referrals from peers
5. Referrals from most recruiters
6. Responses to your website
7. Advertising

What we discuss here covers much of the list. The difference is in the quality of effort.

When you have followed the previous Steps, specifically creating the avatar, the candidates that come in through these different avenues will be more easily identified.

There are two ways to go about finding candidates:

1. Passive
2. Active

1. Passive recruiting is posting on social networks, Kijiji/Craigslist/etc., online job boards and your own website. Passive is what we've talked about in ad creation.

This next image illustrates the challenge of a strictly passive approach. All the typical marketing or reaching we do stops dead at those actively looking. We must get active ourselves to break the barrier to the best people – those who are NOT actively looking. I call them "heads down happy". They are not paying attention to your noise

about how great you are and all the roles available. You must have a different approach to reach the best candidates – the ones who are already working somewhere else.
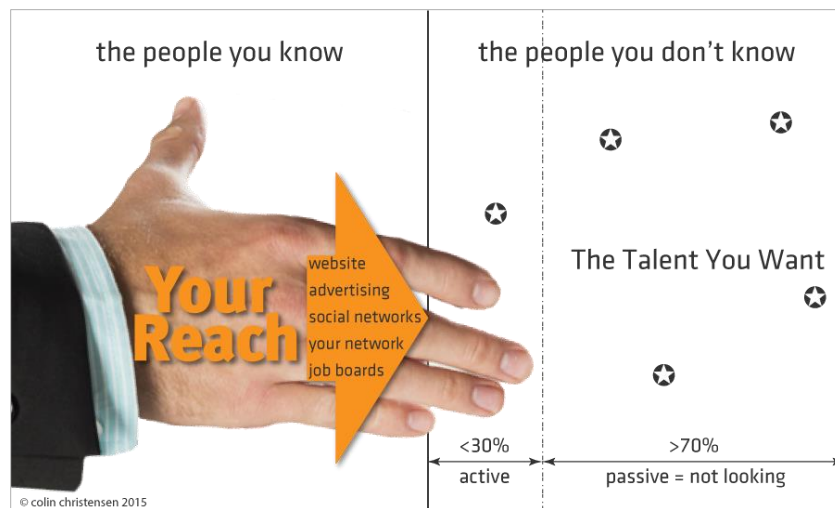
2. Active recruiting entails encouraging your team and peers to introduce candidates, as well as the work you or they do to actively search. Let's go into some detail.

Going back to your avatar (profile of your ideal candidate) - where might they be found? For software developers, User Groups are a good place to start. Asking questions about what associations your avatar might belong to, or where might they get support, will open avenues. LinkedIn has thousands of groups both large and micro to which your ideal candidate might belong.

Another angle to consider is looking at your corporate values. Let's say, for example, one of your corporate values is social service. Getting involved in a Habitat for Humanity build might open some doors for a conversation with new candidates.

Being a part of networking circles at industry events will always help.

As you can see, just opening your mouth and sharing about your team, its values and culture, and expressing that you are looking for great people (while executing a number of different tactics) will yield new candidates. Multiply that by the number of people on your team, leadership and peers, you will likely be infinitely more successful than your competition. And, when it comes to competing for talent, you want to win.

Just a note here. I live in Alberta where, from 2005 to 2008, we had record lows in unemployment. Alberta was half the national average at 3.4%. That is not healthy. It is easy to assume there is no one left who is looking for work. Although this may be true, you shouldn't be looking for unemployed people. Sometimes there are gems in that pool, but my question is usually why are they not working?? You need to look into other companies and competitors. Before we get all high and mighty about how that can hurt other businesses, I want to share a vision I have: Everyone can love what they do. That girl who isn't happy where she is? It does not necessarily

mean she is a terrible worker. It might just mean that she has not found what she is looking for. Maybe your role is better able to help her flourish and love life. That guy you have that doesn't quite fit in? He may be better off released to be with another company. This is all very healthy. It is a shift in mindset - to one of abundance not exclusivity.

8. Putting it all together

This is where the rubber hits the road.

Now that you and your team are out there and candidates are coming in, interviews are being set up and you are seeing the early fruits of your labour.

Remember the story from Step 5? This is where it's really going to come into play.

Let's give some thought to an overview on the interview process and NOT have a coffee with someone and make them an offer letter that afternoon, mmm-k?

The interview process is not meant to discover if they are capable of doing the job. It's not "whew, we found someone who has the three skills we need – let's hire him". As I proposed earlier, have a 95% turn over... before you hire. In other words, don't hire someone who can do the job; hire someone who is an amazing fit with the team and would LOVE to do the job. Heck, they might even offer to do the job for free.

I know this might sound ludicrous when you are having a hard time finding even one good candidate. However, when you get this going properly, the whole process tends to "create" more candidates.

Therefore, the interview process should distill the pool down to "the one".

The drive-by

I suggest the whole interview process should start with a 30 minute "get to know you" meeting. This can be in your office but is even more effective when done at a neutral place or even somewhere favouring the candidate. You want them to be supremely comfortable because you want them talking like crazy, and mostly about themselves. This is not the time to figure out if they can do the job, but to figure out what type of a person they are. What are their interests, their dreams, their hopes, their personality? And, most importantly, do they fit in with the team? As stated before, you have two ears and one mouth. This interview is all about listening. Have a few choice questions that will lead into areas you want to go. They must be subtle though, it shouldn't feel too much like an interview. That will cause the wall to go up.

Get good at layering questions. Ask a question like: "have you always lived here?" and after they answer "no, I'm from the Toronto", you can ask "what brought you here?" This is Hiring 101. For the master class, keep digging to deeper levels such as "what was the biggest difference you noticed settling in here?" and "did you change sports team loyalties?"

Another caution - ensure you don't make this all about them. You are building a *relationship*. If this guy isn't the one, but close, he may have friends and would be willing to help someone he has a relationship with. Do take a few opportunities to talk about yourself. Finding similarities will do wonders in building trust. But don't go too far. Work to turn the conversation back to them quickly. Remember the "listen twice as much" part. You can also try to work in a few teasers about your team or company. Something like "so, you stayed a Leaf's fan. For some reason, we've ended up with a ton of Maple Leaf fans on our team – it makes for some great rivalries in hockey season".

The main interview

Once you are happy with the drive-by interview, the candidate moves into more formal interviews.

These should be about an hour and should start with one on one. I suggest avoiding group or panel interviews. You will not get the best from any candidate in a group or panel interview. Ever. It can make even the most confident person perform poorly. Those who do well are usually good actors or have done so many they are comfortable now.

The power of these interviews will again be in the questions you ask. Although it is important for you to get some answers to technical questions, the first formal interview might not be the best place for it. In my opinion, the technical skills always pale to the importance of fit.

We talked earlier about Character, Competency, Chemistry and Capacity. These questions should be focused on Character, Chemistry and Capacity. Competency will be determined later in a technical interview and as you go.

Asking the right questions will get amazing answers and will reveal so much about the person you want to hire (or avoid). I custom tailor questions for each of my clients, although these are a starting point for anyone when trying to understand values or character:

- Tell me about a time you had a major failure and how you recovered? This is a great question for those in your leadership team.
- Tell me about where you've put your values to work
- Tell me about a situation where your values were questioned. How did you respond?
- Tell me about a time where your values being reciprocated helped you do better in your role.

Here are a few general questions that will illuminate much about your candidate:

- Where are you looking to get to? (getting a picture for their direction)
- Tell me about your ideal role? (look for the elements that they're describing)
- What elements would you like less of/more of in your new role?
- What makes a great/horrible boss for you?

In all of these, you want to ask deepening questions as well. Such as:

- Tell me more about that?

- How did you handle that?
- What happened next?
- What did you learn from that?
- What will you do differently?

Further interviews

Just as you took the role to other members of the team, it is a good idea to have others interview your candidates. They might see things you missed or ask a question that reveals something deeper.

You may require deeper technical assessment for specific tools that need expertise. Further interviews to understand these skills can be used here.

Throughout the process, each interviewer must reiterate the values, personality and stories that will resonate with the candidate. They should not do this without their own attachment or personal stories that illustrate the values from their experience. They should also be taking copious notes and you should meet together to discuss findings and any gaps to ensure you cover what you need in a follow up interview.

In closing the interview section, remember, you cannot *make* people fall in line with your culture, you have to hire people that are *already* aligned to your culture. The interview process is there to reveal how well they align to your corporate culture, values and direction. If they are not a GREAT fit, don't move forward with them.

9. Now is the time

How do you know it is time to bring them on?

I am sure that when there is a great candidate going through the process, you cannot seem to reach the offer phase fast enough. Please, slow down and be sure. I know of people who have taken years to be hired. Both the candidate's and company's lives had to get sorted out in due course. It was worth the wait. On the other hand, hiring too quickly has an expensive penalty, both financially and on the culture, which is practically priceless. An important proverb states: "Above all else, guard your heart, for it is the wellspring of life." Your corporate culture is the wellspring of life for your company. Guard it above all else.

Some considerations for timing:

1. Do you have the finances to pay this candidate? This seems obvious, but the last thing you want to do is rupture your finances for an employee. At the least it could cost your reputation. At the most it could cost you your company.
2. Revisit the WHY from the beginning of this process. Does this hire meet those original keys? Or have excitement and other great candidates moved you away from the original goal line?
3. Are there any looming deadlines or projects that will take away from a "wow" onboarding experience for the candidate? No better way to make a bad first impression than the new recruit feeling ostracized or

not getting answers to questions or unable to start working in this exciting new company they've joined. Think of a new marriage having to postpone the honeymoon – yikes.

4. Have you truly checked references or only gone through the motions? I sometimes consider references an intelligence test. If someone is stupid enough to give me a bad reference, they probably shouldn't be working for me.

Speaking of references, these days companies can put all sorts of restraints on giving references beyond "he worked for us between so and so dates". Go ahead and ask your questions. Listen for the unsaid. Not only the tone of voice but also what *isn't* being said – are they avoiding something? Frankly, I would listen for enthusiasm. If they aren't enthusiastic, do you really think this person was a difference maker?

One more thing about timing. Might there be a way for the candidate to try a project or get involved with your company at a lower or temporary cost to "try before you buy"? This is good for both parties and the right people will reciprocate this option.

10. Your new culture

Here we are. We're ready to put ink to paper, to take the plunge, to commit. This is sort of like a marriage.

Unfortunately, like marriages these days, commitment and loyalty don't seem as important as they used to and should be.

I want to touch on something I sincerely believe: The idea of someone working at a company for more than a couple of years seems like a distant memory. Something we heard from our parents, or their parents. We've all heard bosses say the millennials no longer have loyalty and seem to make all these outlandish and seemingly selfish demands. I honestly believe the workers of today are NOT the problem. The loyalty issues are not on their side, not completely anyway. They are merely illuminating the problem. There is no loyalty because the organisations are trying to hire cogs instead of intelligent difference makers. The shift being seen in the marketplace is because people are looking for something more than just a job and won't stand for being treated like a cog, and it is only a couple years before they move on.

Again in LINCHPIN [1], Seth Godin says the "bosses' lie" is that we want workers who will do what we say, come and go when we want and work as hard as they should. Yet, the "yessir" employees are not the ones who are promoted, receive the raises and to whom are given more responsibility. The ones who think for themselves, create opportunities and are ambitious while still being aligned are the ones rewarded. Don't buy into the lie. Who do you really want to hire?

We will have that loyalty again when we work alongside the team members rather than above them. When we collaborate with their wisdom and experience and see the intelligence of the whole as greater than the sum of

its parts. When we look after our team members as if they are our immediate family – with respect and love and care and concern for their wellbeing.

All of this comes together in a healthy, intelligent organisation. A healthy organisation, like a healthy body, has a number of characteristics we benefit from:

- Is agile and flexible
- Has endurance
- Lives longer
- Resists disease
- Recovers faster
- Outpaces competitors
- Resilient to sickness

- Is more attractive
- Is envied
- Has more energy
- Is easier to maintain
- Burns calories when you're sleeping
- Stronger
- Is more Powerful

Who wouldn't want to be a part of a company like that?

This brings us to negotiation and winning the candidates of your dreams. If all the rest of the Steps have been done successfully, this Step is relatively easy.

Negotiation with the right person is easy. With the wrong person, it is all about money. If it isn't going well, ask yourself what might have been missed. It's never too late to say "sorry, you're not the right fit for us." Zappos, as part of their final interview process, offers the candidates $2000 cash to walk away right then and there and not accept the position. This weeds out those who are interested in the money rather than the long term experience. Two thousand dollars is much less expensive than the cost of a poor hire.

A good hire will improve your culture. A bad hire will undo everything you have built.

Remuneration

Understand enough of your market to ensure you know what's fair. Offer what is fair and you there is no need to go above that. The goal for pay should be what is fair and what will allow the candidate to pay their bills (at least). If they are constantly stressed about money, good luck getting them to focus at work.

Remember, the right candidate is motivated intrinsically, and by the work they are doing at your company, because of the team they get to be a part of. The money pays the bills because they can't afford to take all this time away from their family for a hobby.

What someone was making at their last role doesn't necessarily dictate what they should be making at this role. In my experience with hundreds of candidates over the years, money is rarely a motivator for good change.

Now that you have gone this far down the path together, salary discussions don't need to be two black boxes. It is not taboo to have an open talk about the needs on both sides and come to a mature agreement on what

works for everyone. How they handle this may indicate more about them and reveal their real motivation as well. As a friend of mine says "there's something funny about money".

Another part of remuneration is bonuses and increases. Don't policy a bonus plan and don't randomise increases.

Bonuses should be that: an unexpected random bonus, financial or otherwise, recognising behaviour you want repeated. This would include exceptional sales, examples of corporate values, great teamwork etc.

An alternative is *profit sharing* as it really demonstrates your conviction to have them own the business - there has to be profit in order to share. This may help motivate employees to work in partnership with you.

Increases can be given annually or when consistent changes in responsibility or performance dictate it.

Think about how you justify these items more than just a blanket approach dismissing as policy.

Onboarding

It's not a surprise when someone is coming onboard. Hopefully, you've had more than the one interview earlier in the day to decide to bring them on. If you have done what I suggested, we would know a new team member will be starting well in advance of their first day so the rest of your team should be ready to welcome them.

A checklist:

- ✓ Is their computer ready?
- ✓ Who needs to get time with them to show them the ropes around
  - o Administration
  - o Paydays
  - o Protocols
  - o Technology
  - o Benefits
  - o Training
- ✓ Who will be their mentor and go-to person for the first few weeks?
- ✓ What dates are in the calendar for 1 week check-in, 1 month check-in, 3 month, 6 month, 9 month and 1 year check-ins? Who are they with?
- ✓ When are you going to meet with them and share your story and vision for the company one on one?
  - o Asking them what they see
  - o How are things measuring up to their expectations?
  - o What's working and what isn't?
  - o What would they like to improve?
  - o What might you improve? (yes, you should be asking this)
  - o Where are the corporate values being shown? Where they are not?

These are all important. You have spent time and energy getting the right person, it would be a shame to not back up all you have promised and lose them, and the $50,000 it takes to replace them, not including any potential damage to the team and clients that may be affected.

Every new person you bring to the team results in a new culture. Hopefully only slightly different and always an improvement.

Conclusion

We've discussed why hiring properly is so important and 10 essential Steps to follow for great hiring. Hopefully you can see for yourself the benefit to you, your team and the future success of your organisation.

I deeply believe this is the path towards you, and everyone on your team, loving what they do. Your team members finally finding a place they can call home, a place they can pour their heart and soul into and find fulfillment in using their talents for the greater good. And for you finding joy in leadership once again. You got into this thinking you could make it work better than the others out there and that you had the secret sauce to make your corner of the world a better place. And perhaps to expand that corner internationally.

This blueprint and the tools within will allow you to focus on what you do best: casting the vision and doing what only you can do to lead your people to victory.

Go for it! The world is your oyster. I sincerely wish you the best and would love to watch it happen from front row seats. Let me know how I can help.

To your success. Cheers.

Colin.

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