

5 GUIDING PRINCIPLES

RECRUITING A STAR-QUALITY TEAM



Don't Hire Someone You Wouldn't Eat Lunch With

If you can't eat a meal with someone, how are you going to work well under stress?



Check yourself...

- ✔ Does the conversation feel natural?
- ✔ Does it feel that your values are aligned?

Determine the Job, Then Find the Person

Don't redefine the position to fit a particular candidate's skills. Determine the role to be filled and focus on filling that role.



Check yourself...

- ✔ Do you have a clear job description?
- ✔ Do you know what personality traits are missing from your team?
- ✔ Have you documented exactly what you're looking for to hold yourself accountable? (If you feel too strongly about the previous principle—eating lunch with the candidate—you may rationalize changes to the role).

Hire in Haste, Regret in Leisure

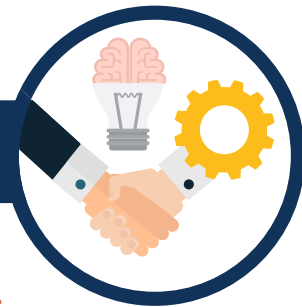


The cost of lost productivity by making a bad hire often outweighs the cost of taking your time to fill the position.

Guiding principle in action...

- ✔ Set-up temporary assistance to support the job functions while the position is being filled. This way, there is less pressure to immediately find someone.
- ✔ Conduct multiple interviews with various team members, getting to know the candidate thoroughly.
- ✔ Allow yourself and the candidate time to think it through before making a final decision.

Hire for Talent, Train for Skills



Many skills can be taught. Focus on whether the candidate has the talent to grow within the organization.

Check yourself...

- ✔ Does the candidate have a demonstrated history of rising to the occasion?
- ✔ Has the interview provided insight into these occasions? Consider the following interview topics:
 - “Tell me about a time when you overcame a significant challenge.”
 - “Tell me about the last time you were promoted. How did you achieve it?”
 - “Tell me about a time when you grew into a role when you didn’t have the necessary skills from the onset.”

If You Know the Last Chapter, Get There

If you know someone is not a good hire, address the issue immediately. The longer you delay, the farther away you are from starting over.



Check yourself using the previous principles...

- ✔ If you don't see yourself having lunch with the person, end it.
- ✔ If you like him or her but they don't fit what you need for the position, end it.
- ✔ If he or she has the skills, but lacks the talent that the organization needs, end it.