

Inspired by Topgrading, Bradford D Smart; Good to Great, Jim Collins; and Vito Lo lacono

5 Essential Recruitment Principles:

Purpose

- Match an exceptional candidate's personal Core Purpose with that of the role and the organisation

Values

- Ensure that the candidate's Personal Values will thrive and are congruent with the Core Values of the company

Skills/Talent

- Discover the key Strengths & Talents of each candidate in order to find the best fit for role

Team Fit

- Establish an early indication of key relationships, and the Emotional Intelligence of each candidate

Twinkle in the Eye

- Connecting Passion and Purpose to the needs of the organisation

Attracting and Recruiting Exceptional Talent Matrix

	Purpose	Values	Skills/Talent	Team Fit	'Twinkle in the Eye'
Top current employee or Owner					
Top Candidate					
Next Best Candidate					

Purpose/Values – Coachable but only in terms of self-awareness;
Only in the event of a meaningful life crisis are Purpose/Values likely to change

Skills/Talent/Strengths – Highly coachable / trainable, especially in the presence of a Growth (vs Fixed) Mindset

Team Fit – Coachable in the context of Emotional Intelligence
(self-awareness, self-management, social awareness, relationship management)

Twinkle in the Eye – Not coachable or trainable at all; intrinsic passion, energy and magic of every individual

Connecting individual Purpose, Values and Twinkle in the Eye to the objectives of the organisation is THE key responsibility of a Leader / Hiring Manager

Key Features of a Great Job Description

- Company Purpose – why the organisation exists and what their 'North Star' is
- Company Values – principles for living and working together every single day
- Role Purpose – why the role has been created or why it has existed historically
- Role Values – how, if at all, the role may have different or extended Values with those of the organisation
- Critical Success Criteria & Exceptional Performance Metrics
- Discussed and agreed with the candidate following a successful recruitment
- Simple and short list of key measures to define what Success looks like for the candidate, the role and the organisation

Building an Exceptional Job Ad

- Keep it simple & sell the Culture (Purpose & Values) of the organisation
- Outline any core skills that are essential to the role
- Be clear about the key behaviours essential to the organisation and describe the team's expectations of the role
- Provide a process for candidates to access additional information (long version of the Job Description) or point them to the website for relevant details
- What steps each candidate must take to express interest in the role (e.g. submit CV, video introduction, covering letter etc.)

Staging the Interviews

Interview 1	Interview 2	Interview 3
Get to know each other chat	Skills Test – opportunity to see each candidate ‘in action’, performing an essential role task, or learning a company system	Team Fit interview – social interview with key members of the team, to test relationships and ensure team has a say in the hiring decision
Purpose & Values Questions	Strength debrief (Clifton Strengths) or Love Most Matrix – what does each candidate Love Most, Do Best, Love Least and Do Worst	Reference checks – ideally 3 independent managers or previous colleagues for the final candidates
Personal & Professional History		
Sharing Company and Leader expectations of the role		
Answering key questions from each candidate		

Key Interview Questions

- Purpose – what do you feel you were meant to do/be at work or in life? What problem(s) are you uniquely positioned to solve for our company?
- Values – what do you care most about in life?
- Skills/Talent – what do you ‘do best’? What are your proudest achievements in your career so far? What did it take to complete those achievements?
- Team Fit – when have you been in conflict with a colleague, and how did you resolve it?
- Twinkle in the Eye – what makes your heart sing? What do you get really passionate about?

On Boarding

- Early scheduling of the first few weeks of employment, including one on ones with all key staff in the organisation
- Introduction to all key company systems
- Tools & equipment – key needs of the role, individualised to the successful candidate
- Expectations of the role re-visited and confirmed – joint input to all key measures of role performance (to be reviewed every 90 days)
- Access to Leaders/Managers and other key decision makers influencing the role success

For assistance in managing under-performance or leading with your Strengths, please contact Chris at chris@chrismillercoaching.co.nz