



It's All About the People

Every organization has a culture. But does your company's culture maximize the potential of your people and, as a result, further your business objectives?

Leadership is a key component to integrating a powerful, productive and inspiring culture. Once the leaders are committed to living and supporting the culture every day, it becomes possible for the staff to model that culture and make it come to life. When hiring, it is essential to identify the kind of people who will be congruent with the values and behaviors by which you want your organization to live.

We have all heard the saying, "hire for attitude, train for skill." We suggest you go one step further. Yes, attitude is important, but it is only one component of a person. You must look at their beliefs, what they stand for and how they will interact in your "community." This means you must "hire for culture, train for skill."

When hiring for culture, here are a few tips:

1. **Look at each piece of your organization's vision, mission and values.** These are the three cornerstones of fantastic culture, therefore your initial interview questions should center on the behaviors necessary to ensure congruence in these areas. For instance, if your company works with a lot of intensity, then you need to hire people who have that natural intensity. Intensity is not trainable...it is a trait or characteristic. They either have it or they don't.
2. **Start with hiring traits.** I spend the first 15 minutes of an interview getting to know the person in their heart. This will tell me if I should spend another 15 minutes with them. Not everyone is right for every organization. A strong leader looks at natural characteristics and traits before proceeding. Knowing someone can do the job is only one piece of the puzzle. You have to know that they will enhance your community and contribute to the joy of the journey.
3. **Incongruent culture matches create a loss in productivity.** I have seen it many times. One sales person is fabulous at delivering results, but their methods have an adverse impact on the rest of the team and, in turn, create low levels of productivity for everyone. It only takes one active cancer cell to take over and kill a body.
4. **Stop telling people about your company's culture up front.** Listen to what the people have to say. Hear about their experiences and what beliefs they have. This insight will let you know if they are a fit for your organization.
5. **If you want people who are passionate about taking care of people...only hire caring people.** Traits are not skills. You do not teach "caring" to a person. Either they are caring about others or they are not. This is a component of "hire for attitude, train for skill."
6. **Never hire anyone who shows you a lack of responsibility.** Recently, we were interviewing a candidate for a position. He was always late and confirming things at the last minute. Sure enough, we made him an offer and he didn't get back to us for 48

hours. So, we decided to let him go even before we hired him. Of course, we asked ourselves why we had gone even that far, knowing that he had already demonstrated on more than one occasion that he was not accountable?

7. **Firing people is always more painful and expensive than hiring people!** If you think an open position is costing you money, know that having to turnover an employee costs you even more. According to a recent SITE (Society of Incentive and Travel Executives) Foundation study, the average new hire costs you 100 to 200 percent more than their entire salary package. That is a lot of money, especially if you have to replace them in three months!
8. **Make sure at least three people (if not, more) are involved in the hiring process.** Different people will see and hear different things. This will give you a clear understanding of the person you are considering. Know what you are “buying” – for better or for worse.
9. **Never rush.**
10. **Remember, culture is the heart and soul of an organization.** As you interview, look at this person through their heart and soul. People affect people. Make sure new people have a positive effect. If not, then walk away. Better yet...RUN away!

Culture...it's more business than you think.

Join Renie next month as she explores the power of your vision – how to build, strengthen and live it fanatically. Renie Cavallari is CEO and Director of Inspiration for Aspire, an international training and consulting company that provides products and services designed to help you optimize revenues and increase profitability. For more information, visit www.aspiremarketing.com or call Renie directly at 602-392-0700.

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