Getting it Right: Hiring for Culture and Employee Engagement

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How to Attract – and be Attractive to – the Most Qualified Candidates

- Creating Your Brand

- Hiring for Cultural Brand

- Developing your Brand Champions

- Becoming an "Employer of Choice"

How to Identify the Traits and Attributes That Will Contribute to Great Culture and High Engagement

- Creating Your Brand

- Hiring for Attitude

- Hiring for Respect & Civility

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IMAGINE
THE POSSIBILITIES

Empower

Hiring: What's Important?

- Skills & Traits

- Skills *versus* Traits

- The Importance of Traits ("Hiring for Attitude")

Heuristic Decision Making & Cognitive Bias

A **heuristic** is a mental shortcut that allows people to solve problems and make judgments quickly and efficiently. These rule-of-thumb strategies shorten decision-making time and allow people to function without constantly stopping to think about their next course of action.

3 Types of Heuristics

- Availability

- Representativeness

- Anchoring & Adjustment

    – Tversky & Kahneman

Cognitive Bias in Hiring

- **Anchoring Bias**
  - Over-relying on the first piece of information obtained and using it as the baseline for comparison
- **Availability Bias**
  - Making decisions based on immediate information or examples that come to mind
- **Choice-supportive Bias**
  - Once a decision is made, people tend to over-focus on its benefits and minimize its flaws
- **Confirmation Bias**
  - Paying more attention to information that reinforces previously held beliefs and ignoring evidence to the contrary
- **Halo Effect**
  - Judging others similarly on all traits, assuming that because someone is good, or bad, at one thing they will be equally good or bad at another
- **Ingroup Preference Bias**
  - People tend to divide themselves into groups, and then attribute positive attributes to their own group
- **Recency Effect**
  - Recent events are easier to remember and can be weighed more heavily than past events or potential future events

Hiring for Attitude

Mark Murphy's recent 3-year study with 5,247 hiring managers from 312 organizations that included public and private companies – there were a total of 20,000 employees hired and they were tracked for unequivocal success, "jury's still out," and failure after 18 months

Results:

- **46% of these hires FAILED in the first 18 months (9,200)**

- **19% were deemed to have achieved UNEQUIVICOL SUCCESS (3,800)**

- **35% were pending- "jury's still out" - after 18 months (7,000)**

81% Of the FAILURES:

- *26% - NOT COACHABLE*

- *23%- LOW EQ*

- *17%- NOT SELF MOTIVATED*

- *15%- WRONG TEMPERAMENT*

The remaining 19%:

- *Split evenly between TECHNICAL COMPETENCE & a catchall category (OTHER)*

- *Is this surprising?*

- *HINT – It shouldn't be*

Hiring for Attitude – Traits that Matter:

WORK ETHIC

COACHABILITY

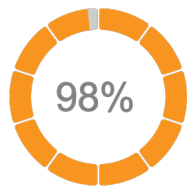EMPATHY (EQ)

SELF-AWARENESS (EQ)

PASSION

ENERGY

POSITIVITY

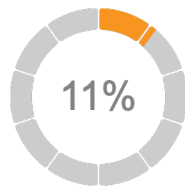# Hiring for Attitude – "*the perfect hire?*"

- Can "hit the ground running"

- Has a shorter "learning curve"

- Has all the skills & competencies, and then some

- Requires little supervision

Hiring for Respect & Civility

98% of workers have experienced rude behavior

11% of 14,000 companies surveyed say they consider civility & respect during the hiring process

Costs of an uncivil environment include an erosion of culture, employee engagement & bottom line

Impacts retention

What a proactive approach to Respect & Civility looks like:

- Before acting, consider the impact of your words and actions on others *(SELF AWARENESS)*
- Create an inclusive work environment
- Self-monitor the respect that you display in all areas of your communications, including verbal, body language, and *LISTENING*
- Understand your triggers or "hot buttons" *(SELF CONTROL)*
- Take responsibility for your actions and practice self-restraint and anger management skills in responding to potential conflicts

What Civility Looks Like (*cont.*):

- Adopt a **POSITIVE** and solution-driven approach in resolving conflicts
- Rely on **FACTS** rather than assumptions
- Include others in your focus by considering their needs and avoiding the perception that you view yourself as the "center of the universe" **(SELF ABSORBED)**
- View today's difficult situations from a broader and more realistic perspective by considering what they mean in the overall scheme of things
- "Each one influence one" by becoming a **ROLE MODEL** and act in a manner whereby you respect yourself, demonstrate respect for others, and take advantage of every opportunity to be proactive in promoting civility and respect in your workplace
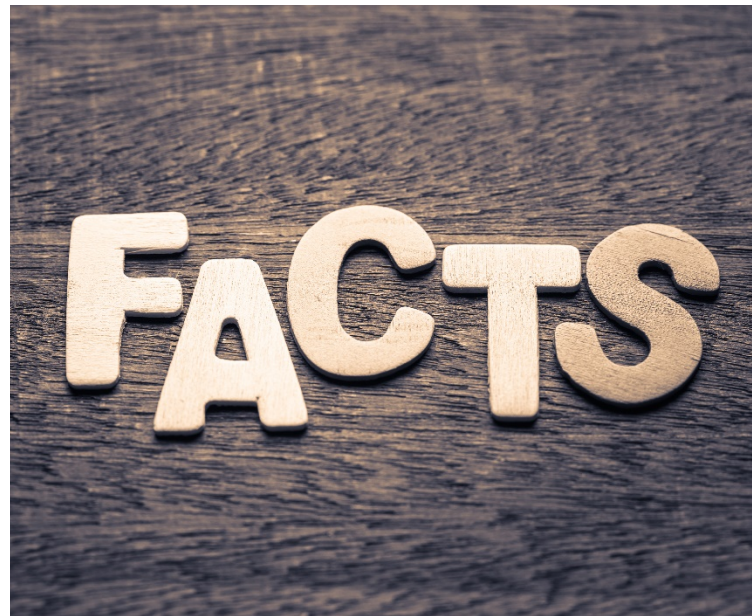
Specific Behaviors

Tell me about a time that you helped someone at work:

1) Why did you help them (MOTIVATION)?
2) What did you do (ACTION)?
3) What was the outcome (RESULT)?

Proactive & Engaged

Tell me about a time at work when you saw a wrong and tried to right it:

1) What was the wrong?
2) Why were you moved to right it?
3) How did you right it?
4) What was the outcome?

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Consistent Messaging

Screening/Vetting/All Interviews

Reference Check/ Background Check

Onboarding

Training & Development

The Perfect Hire (?)

- What is the weight we should attribute to skills?

- What is the weight we should attribute to experience?

- ATTITUDE?

- RESPECT/CIVILITY?

Creating Your Brand Through Hiring

- Respect
- Self-Awareness (EQ)
- Empathy (EQ)
- Positivity
- Self Control (EQ)
- Work Ethic
- Coachability
- Passion & Energy

Building Your Cultural Brand thru LEADERSHIP:
What are you going to do on Monday?

- Exude unerring positivity
- Express gratitude
- Possess a clear vision & work tirelessly to gain alignment to that vision
- Listen with compassion & empathy
- Communicate with utmost clarity
- Build trusting relationships with their words & actions

Developing Your Brand Champions

The most engaged of all the engaged!

Creating a Culture of Growth & Development

What's the greatest thing that you can offer to a prospective employee?

Engagement as a Contagion

Once established, the culture of engagement will feed off itself and become part of your brand

Becoming the "Employer of Choice"

"Why should I come to work for you?"