

An excerpt from:

*The Hire Effect*<sup>TM</sup>

*Hire for Culture and Skill*

by

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The Hire Effect™

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## **Who Should You Involve in Hiring?**

### **The Unconventional Hiring Team**

Something I often hear from business owners is that they really want to include their team (give them responsibilities and have a structure for accountability), but hiring is really difficult to hand off. Recognize, though, it would be a mistake to totally divest yourself of the process. Don't just hand it off. Employ your own Unconventional Hiring Team to bring you the best candidates to choose from. Your team weeds out the candidates that don't fit and suss out the best in the pack, then you make the choice from there.

As a business owner you want your people to bring you problems with solutions, right? This is no different. In forming this team, you will be able to recoup a great deal of your time, build a stronger team and make a great hire.

In the following few pages I'll describe a way for you to think about forming your own hiring team and make specific requests that will result in more time for you to do what you need while still netting you better final candidates in the long run.

### **Roles on Your Hiring Team**

The following is a sketch of the roles and personalities you'll want on your hiring team. You'll want someone who:

- Is the **Decider**
- **Embodies the Culture** of your company well
- Is a good **project manager**
- Is **managing** the new hire
- Will be a **peer** of the new hire
- Is **intuitive** about people

- Has a **vested interest** in you, **knows your company** well, and could provide **great outside perspective**
  - Investors
  - Customers
  - Advisors
  - Peer Business Owners

If you have a very small team, or indeed are looking to make your first hire, I strongly encourage you to include those around you that know you and are invested in your success. Don't be a lone ranger. The results could be disastrous.

Let's take a closer look at each of the roles on your Unconventional Hiring Team.

### **The Unconventional Hiring Team as a Whole**

Efficient coordination on the team will reinforce and produce many things, including the following:

- **A culture** you want
- **Good working relationships** between team members
- **A foundation for the new employee** to begin their work
- **A better hire than you ever could have done on your own**
- **An outgoing message** that prospective new employees will encounter reflecting your business culture allowing you to attract a good fit

### **The Decider**

This individual is generally either the business owner or on the executive team. One of the powerful things about having multiple individuals on the hiring team, making assessments of each of the candidates, is that they do and should have different perspectives. The Decider's role here is to make sure that the choice is good for the business. The Decider will be considering aspects of the new hire such as:

- Do we need to pay top dollar for an individual to join the team when we can gain equivalent amounts and

quality of work by hiring a less impressive, perhaps less qualified candidate and shifting responsibilities to a colleague for the more high level tasks? This is holding the fiduciary role.

- Do we take into consideration some of the bonus qualities of a candidate that we hadn't considered, but will improve the possibilities of achieving the vision of our company in a more effective but different way? This is holding the visionary role.

### *Client Example*

*Paul, like many company owners, was nervous about empowering his team to bring him the best candidates. From the day he started the business, he'd had hands on the entire hiring process.*

*Now with THE System in place his team was empowered to bring him the top three candidates from a pool of 82 potential new employees. Prior to the final panel interviews for their new marketing director, the team that had interviewed the top three came in and gave a brief on their assessments of the candidates and how well they fit what the company wanted.*

*After the three panel interviews and reviewing the assignments that they'd turned in, Paul talked through the whole panel's take on which one to hire. It was pretty clear to Paul that he had a hard choice to make—every candidate had amazing qualities. There wasn't a bad choice in the whole group from his point of view.*

*Paul discovered that he was far more effective of a business leader when he asked his team to be responsible and then held them accountable. He's made 13 hires since then and each time in his role as decider—not taking on all the roles of hiring project manager, interviewer, communicator, designer AND decider.*

## **The Team Member That Embodies the Culture**

This person ensures company culture is being deeply considered. If you've chosen well, this person really doesn't have to do much but be a good observer—they live and breathe the vision and culture of the company. When they live and breathe the culture, their commitment to protecting it will be almost pathological. This person will consider the impact of the potential hire on existing employees and future goals. They will hold questions such as the following:

- Will this person act in a way that is consistent with what we care about?
- Will this person make a positive addition to an already amazing team and culture?

## **Project Manager**

An excellent place for most companies to get better at hiring is managing communications with prospective employees and coordinating the scheduling and information needs of the others on the team. This person will have an excellent grasp on how THE tools are used and handled.

THE Proof tools will help with the communications tracking immensely. A simple snapshot of where you are in the process—how many people are still in the running, what stage of the process they are in and what's been said to them so far—will provide a better ability to choose the right team member. Take a look at the Campaign Status Document in appendix A.

A large part of being able to attract great people is having a reputation for treating people well. It's stressful applying and interviewing for jobs. Whatever you can do to take care of the concerns of those people, even the ones you don't end up hiring, will only make your reputation better.

Additionally, the project manager should be exceptional at being a requestor and a promisor. If they promise a candidate to get back to them by a certain date or time and they don't, that could result in the loss of a possible good hire.

## **The New Employee's Manager**

There are two reasons including the manager in the hiring process makes a great deal of sense: it starts building the relationship before the person is brought on board, and the manager will have a very different perspective from the others on your hiring team. They will consider the following questions:

- What work will it take to manage this candidate?
- What work will it take to bring this candidate on board and have them be productive?

Giving this manager a say in who is hired will keep her engaged and will help set realistic expectations for the new hire of what their job will be like. Even if the manager doesn't get their candidate of choice, their inclusion and understanding of the rationale behind the chosen candidate will reduce the likelihood of conflict later on.

## **A Peer of the New Employee**

If for no other reason than to see the dynamics between the peer and the candidate, this is a good inclusion. There are many other reasons you want to include this individual in the hiring team: relationship building from the get go with whomever you choose, a perspective that supports the manager in terms of how much work it will be to onboard a candidate, technical assessments of candidates skills, incentive to make a new employee successful, professional development if you see a future of management for this person in the future, and an opportunity to show off to good candidates the good people they'll be working with.

## **An Intuitive Person**

We all know these people, the ones that can spot a good fit immediately. Intuitive people come in all shapes and sizes and all levels of an ability to say why a person fits or not. Later on you'll see more about THE Proof tools, which will temper or

manage the intuitive people that often can't say why a person is a good fit or not.

This is not obvious and can be nerve wracking to implement when the first person that comes to mind has no connection at all to your hiring process or the group the new candidate would be working in, or has a low level of responsibility within the company.

It doesn't matter if the intuitive is the COO, a social media associate, or a truck driver. This intuitive could be incredibly helpful in spotting THE Right Fit or, indeed, the wrong fit.

### *Client Experience*

*John immediately thought of an intuitive he wanted on the team but it just seemed too outside the realm of "normal" for him. Well, this isn't normal thinking, so I advised John to get over it.*

*The intuitive, Shiela, was a caterer for John's monthly community lunches. Shiela was very approachable; we talked with her about our appreciation for her way with people and explained that her role in John's hiring team would be in the last panel interviews. She would get a little 30 minute training on how to use the tools she'd need to work with the rest of the team and we promised she'd learn something about hiring for herself if she participated occasionally.*

*During the panel interview of the top three candidates for VP of Sales, Shiela provided observations and assessments of each candidate that were invaluable to John. She spotted attributes and connections that made it clear who fit into John's culture and could meet the needs of the role.*

### **An Individual with Vested Interest**

Perhaps the least obvious people to include on a hiring team are those **outside** your company. Think about people who you know well and vice versa. They can provide a perspective you couldn't possibly get from within your company.



Two things about the choosing of these people you should consider:

- You can use these people strategically in the hiring process and can, but don't have to, train them completely on THE System to get a powerful return on the value they will bring by being involved.
- If you are making your first hire, this is the only option you have if you don't want to do this alone, and you shouldn't. You don't need to be a lone ranger when you are hiring, whether it's your 100<sup>th</sup> employee or your first.

### *Client Experience*

*One of the very first clients of THE in 2009 was looking for a business partner to join her. Melissa had launched two years prior and had five contractors working with her. She was about to take on another major client, but it was clear that her company was going to have to expand. After much consideration she went on the hunt to find someone who would want to take on the risk of being a partner in her business. She shaped what she thought the partnership would look like and put the word out through her business contacts.*

*Amazingly, there were four people who she'd worked with in different ways that wanted to be in conversation with Melissa about a partnership. However, two of the four owned companies that could be great to join forces with, so she moved them forward into conversation.*

*She felt alone and too exposed to make the decision on her own and she found THE. After a few sessions to develop her Hiring Team, she involved someone she would never otherwise have thought to include—her first customer, Tom. Tom was a repeat customer since his first engagement and relied heavily on Melissa's company.*

*After a few discussions with Tom about this, he was not only honored to be part of the process but he felt empowered to affect the stability of one of his most trusted vendors, Melissa!*

*Tom and Melissa comprised her hiring team. Using THE System they created THE Obstacle Course that the two possible partners would go through. Their work together resulted in a merging of two companies and a very happy partnership to this day.*

## **Conclusion**

As an Enlightened Leader, forming this team and truly empowering them to bring you the best candidates to choose from could be a game changer for you. It could also be a tremendous challenge if you tend to micromanage or are under a great deal of stress to get someone into a position quickly.

Try it. What you'll find is a liberty you hadn't known was possible and a structure for getting other things done you hadn't considered before.

## **Initial Actions**

Go through the different roles on THE Unconventional Hiring Team and write down a name for each one.

Gather your hiring team in a meeting and:

- convey your investment in a process for getting better at hiring;
- let them know the benefits of being included, as well as the benefits you get from including them; and
- get their thoughts and buy in.

Adjust your hiring team after the discussion. Who was interested and committed? Who did you think would be valuable in the process?