

	<b>Getting the Right People On the Bus</b>	Doc. No.	10-13-0009
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There's nothing more crucial to the success of an organization than bringing the right people on board and encouraging their growth, especially if you consider a bad hire could cost you tens of thousands of dollars.

So what makes you good at hiring? You need to know who you are as an organization, what you want from your employees, and what process determines if a candidate is a good fit.

Author and teacher Jim Collins calls it "getting the right people on the bus." It's his third of five principles that build the framework of a great organization.

Instead of exercising command and control from the top down, the most effective leaders lead by directing from the center of their organizations. Modern leaders empower employees to develop the skills they need to move to the next level in their careers. In the process, they will move their organizations forward, as well.

This attitude towards leadership doesn't make things easier for decision makers. Quite to the contrary, for this model of leadership to work, it's not enough for leaders to get rid of the wrong people when things take a turn for the worse. An organization's success depends on hiring the right people, getting them into the right seats, and giving them opportunities to grow. The challenge is how to get the right people on the bus in the first place.

If you think paying higher wages than your competition is the solution to hiring the best people, you would be wrong, according to Collins. The right employees for your organization must be driven not by money but by your organization's mission, he says.

"The right people can often attract money, but money by itself can never attract the right people. Money is a commodity; talent is not," Collins says.

Recruiting and developing talent contributes to an organization's productivity and growth. Without talent, an organization can't transform. Without transformation, an organization can't grow.

It is important to understand that personal responsibility, resourcefulness, reliability, resiliency and openness for transformational change characterize growth-oriented and highly productive employees, are pivotal for organizational growth.

Hiring the right people in today's complex business world is greatly enhanced when companies break with traditional hiring practices.

We believe that focusing on who the candidate is versus what the candidate has accomplished is more important in hiring the right person. It requires adopting a very counterintuitive recruiting approach.

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You want to be able to observe how the candidate responds when fatigued to the mental and emotional challenges of your work place as well as how they demonstrate possessing the organization’s core foundational values.

It is critical to get the right leaders in place – and by leaders we mean employees at all levels taking ownership of their work. The process is more efficient if clear objectives are set up front. It is essential that you have clearly defined the organization’s values and goals. It is the role of the board and the search committee to agree on those issues. Only then can you get the right talent in place and have a chance to succeed in challenging circumstances.

All of this means hiring the right people takes a lot of time. And that’s OK. Rushing to bring someone on board can have consequences that linger long after that employee is gone. That’s why you should follow four important steps:

1. Define your organization’s values, vision and goals
2. Find out if your candidates are talented, growth-oriented and mission-driven
3. Interview the candidates for their ability to meet the challenges specific to your organization
4. Carefully decide who the best fit is

If these arguments don’t convince you to hire carefully, consider the costs of hiring the wrong person. Sixty-nine percent of employers said their companies were adversely affected by a bad hire last year, according to a recent study by CareerBuilder. Forty-one percent of those businesses estimated the cost of a bad hire was over \$25,000; twenty-four percent said it cost them more than \$50,000.

“Whether it’s a negative attitude, lack of follow through or other concern, the impact of a bad hire is significant,” says Rosemary Heffner, vice president of human resources at CareerBuilder. “Not only can it create productivity and morale issues, it can also affect the bottom line.”

Firing fast and hiring slow results in a bloodbath. A bloodbath of firings, lost clients, and the plummeting morale of the people who are still at the company. Hire the best or hire those than know how to hire the best!