

THE PEOPLE BUCKET!

**CCCA National Conference
December 8, 2010 – Wednesday 9:30 a.m.
Ridgecrest Conference Center ▲ Asheville, N.C.**

THE TOP 10 HIRING MISTAKES! Yikes! You're Not the Person I Hired!

Come learn the Top-10 hiring mistakes and Top-5 resources and best practices for getting the right people in the right positions at the right time.

John Pearson

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Book:

Mastering the Management Buckets:

20 Critical Competencies for Leading Your Business or Nonprofit

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The 3-legged stool:
Cause
Community
Corporation



OUR CAUSE

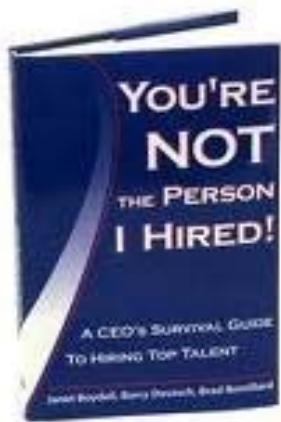
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You're Not the Person I Hired: A CEO's Survival Guide to Hiring Top Talent

Co-authors: Boydell, Deutsch & Remillard

Read John Pearson's review
(see pages 16-18 of this handout)

Suggestion: Use this "Hiring Mistake" template at a future staff meeting—and ask each person to bring a "hiring mistake" tagline, axiom, story and resource. Then discern if there is a "To Do" or a "To Delegate" action step.

HIRING MISTAKE #1: Fuzzy Future

Tagline	Pairing Your Fuzzy Future With "Just-Need-a-Job Joe"
Axiom	Paint the realistic picture of the next 3 years so you're creating realistic expectations.
Your Story	
To Do or To Delegate	
Book or Resource	<p><i>The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It</i> (Michael Gerber)</p> <ul style="list-style-type: none"> • Big Idea: Create an org chart for the next three years showing growth opportunities. <p>Subscribe to weekly eNews at: www.e-myth.com</p> <p>*Read John Pearson's book review at: http://urgentink.typepad.com/my_weblog/2007/04/the_systems_buc_1.html</p>

***From the book review:**

According to Michael E. Gerber, 40 percent of all small businesses fail in their first year. Of those that survive one year, 80 percent fail in the next five years. Only 20 percent that make it past five years are around for 10 years. Yikes!

Gerber's insights on business development have stood the test of time. Every organization, he says, should study the principles of franchising. Many nonprofit leaders have built strong organizations by creating great systems (the franchise business model).

Read why technicians who become business owners (entrepreneurs) often miss the key steps for building a business when stricken with an "entrepreneurial seizure" (The E-Myth). It's likely that your organization has content or program experts who are now managing departments or divisions, but still operating as technicians. This book could be a life-saver for them (or you).

HIRING MISTAKE #2: Ignoring the 4 F's

Tagline	Ignoring the 4F's: Meet the Family, the Food, the Fun and the Friends
Axiom	To ensure a healthy culture, hire healthy people.
Your Story	
To Do or To Delegate	
Book or Resource	<p><i>Master Leaders: Revealing Conversations With 30 Leadership Greats</i> (George Barna and Bill Dallas)</p> <p>*Read John Pearson's book review at: http://urgentink.typepad.com/my_weblog/2009/10/master-leaders.html</p>

***From the book review:**

MILES McPHERSON: "One way to get a healthy culture is to hire healthy people."

RICH STEARNS: "The most effective leaders are good at constantly pushing away the things that consume them but that are not adding value at the end of the day, and they try to spend more and more time on those things that do add value."

DON SODERQUIST: "I discovered you can't change everybody."

GEORGE BARNA: "Note to self: leaders teach through stories, even if the tale is told at their expense."

JOHN ASHCROFT: "First leadership is the identification of noble goals and objectives, and second, it is the pursuit of those noble goals and objectives with such intensity that others are drawn into the process."

NEWT GINGRICH: "You get what you measure."

JON GORDON (on vision and values): "Repetition is the number one thing. I have one story that I love to tell and I have probably told it over four thousand times."

PATRICK LENCIONI (on vision and values): "We talk about being humble, hungry, smart."

SODERQUIST: "Egos get bigger and people become more arrogant, the higher their position."

BARNA: "Ken [Blanchard] was doing something that great leaders do: take the complex and make it simple."

GORDON: "Culture drives behavior, and behavior drives habits in an organization."

GINGRICH: "Wisdom beats being the smartest. That's the great problem Bill Clinton had. Clinton is tremendously smart; he just has the least wisdom of a senior leader I've ever seen."

BOB DEES: "I was in Germany in a training environment and we didn't have any training aids, like PowerPoint or projectors. But I always thought it was a sin to bore the troops when you were training them, so I asked my platoon sergeant for some chalk and an armored personnel carrier. He got them, and we used the side of the carrier as a blackboard."

SAM CHAND: "Is this person a can't or won't? Can't is about abilities...but won't is about attitude."

BARNA: "Vision is the air that leaders breathe."

HENRY CLOUD: "Leadership development, in some form or fashion, is always about leaders being coaches."

JIMMY BLANCHARD: "One thing we learned is that developing leaders is probably the most appreciated benefit in the company."

CLOUD: "When trust is high, speed is high, so we can get things done faster and the costs are lower."

GINGRICH: "You have to surround yourself with people who can fire you."

KEN BLANCHARD (on listening): "I love the whole concept of leading with your ears."

DEES: "There is an expression in the military: threat clears a man's head—when that happens, you're very teachable."

CLOUD: "The good [leaders] don't see a problem as a problem. They see it as part of leading."

LOU HOLTZ: "We don't like where we are, but the only thing that's going to change it from where we are today, to where we'll be five years from now is the books we read, the people we meet, and the dreams we dream."

J. BLANCHARD: "Everybody who works for us has a right to work for a good boss."

STEARNS: "Leaders have to be very aware of the power they wield. When you're at the bottom of the hierarchical ladder, sometimes you have to shout to be heard, because you don't have any title or you don't have authority. But when you are the CEO or a top leader, you can speak softly and it sounds like a shout to someone. So when you criticize someone, you have to be very careful about being too blunt or cutting, because whatever you say will be amplified ten times just because you're the president. You have to adapt your style to realize that it's not just you, the person, speaking; it's the position that you hold that's speaking."

There are a zillion more insights like these. **The chapter on hiring and firing is brilliant, as is the rarely addressed topic (an entire chapter) on confrontation and conflict.** Like I said, this book is a feast. Kudos to George Barna and Bill Dallas!

HIRING MISTAKE #3: DUMB vs. SMART

Tagline	Using D.U.M.B. Job Descriptions Versus S.M.A.R.T. Goals S.M.A.R.T. Goals Specific Measureable Achievable Realistic Time-related D.U.M.B. Job Descriptions Drab format that inspires no one Unrealistic expectations Minutiae vs. Vision Bureaucratic dribble
Axiom	Focus on desired results, not the position description.
Your Story	
To Do or To Delegate	
Book or Resource	“The Results Bucket: chapter in <i>Mastering the Management Buckets</i> Download at: www.managementbuckets.com

Prioritize Results With S.M.A.R.T. Standards of Performance!
Create clear goals and a rigorous accountability system with celebration mileposts. S.M.A.R.T. SOPs are:

Specific

Objectives should specify what you hope to achieve.

Measurable

Objectives must be specific enough to be measured at the finish line.

Achievable

Objectives must be attainable. No pie in the sky stuff here!

Realistic

Objectives must also be realistic—in light of the resources you have allocated to the SOP.

Time-dated

Objectives must have a specific date when the results will be achieved (Dec. 31, 2011).

HIRING MISTAKE #4: HR Minutiae

Tagline	Focusing on HR Minutiae Versus God’s Work & the Opportunities
Axiom	Lead with vision—not sick leave!
Your Story	
To Do or To Delegate	
Book or Resource	<i>The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance</i> , by Adrian Gostick and Chester Elton *Read John Pearson’s review at: http://urgentink.typepad.com/my_weblog/2007/05/the_hoopla_buck.html

***From the review:**

According to a 10-year study of more than 200,000 employees, a whopping 79 percent of people who quit their jobs “cite a lack of appreciation as a key reason for leaving.” Another 65 percent of North Americans “report that they weren’t recognized the least bit in the previous year.” How tragic.

Your people might say the same. But you can fix it by buying and applying *The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance*. Authors Adrian Gostick and Chester Elton have written a gem—not a gimmick. This isn’t about employee-of-the-month plaques; it’s deeper—core values deeper.

Purpose-based recognition, say the authors, involves meaningful recognition (not cash) in four areas: goal-setting, communication, trust and accountability. Their research shows that inspired moments of recognition act as “accelerators” for creating more effective and more profitable companies.

Researchers asked employees what was the single greatest barrier to improving communication and trust with their managers. In almost every case, the first response was, “I never see her. She’s always in a meeting.” Sound familiar? Buy the book!

HIRING MISTAKE #5: Ignoring God-given Passion

Tagline	Ignoring God-given Passion
Axiom	Ask the Gold Standard interview question: “What’s a great day?”
Your Story	
To Do or To Delegate	
Book or Resource	<p>“The Three G’s: Gold, Guts and Gaps,” by John Pearson, published in <i>Smart Supervision</i> (Feb. 16, 2009)*</p> <p>http://www.skilven.com/smart_supervision.html</p>

*Download the article

http://www.ministryplanet.net/servlets/DocumentDownloadHandler/281789/39009/151319/The_3Gs_Gold_Guts_Gaps.pdf

3 G’s Principle #1.

Ask the Gold Standard Interview Question. Align passion with position.

It’s such a basic Management 101 principle, it’s often missed. Smart supervisors look even smarter when they hire the right person up front.

About half-way into a one-hour interview with a potential new team member, I always ask the Gold Standard Interview Question. Let’s assume we’re interviewing Maria and we’re now acquainted. She’s already described her previous positions and her personality is emerging, but she’s not sure what I’m looking for—because I haven’t told her. I first want to know who she is—and what motivates her. I never ask, “Do you think you can do this job?” (Has anyone ever said “no” to you?)

So here’s the Gold Standard Question. “Maria, think of the position you now have. It’s 5 p.m. and you’re driving home from work and the thought hits you, ‘Wow! That was a fantastic day at work!’ Tell me, what happened at work that day?”

This question—and the answer—has never failed me. If Maria has been nervous throughout the interview, suddenly her eyes brighten, she smiles broadly, she sits up straighter and confidently launches into an often remarkable and engaging story of success at work. Now I know her passion! This niche moment into her life is the real Maria.

And then comes the gut check—mine. OK, if this is what Maria really enjoys doing—if this is her passion—is there a job fit with the position that is open? If yes, I am so excited, I can hardly contain myself. I still need to do the due diligence, but in my mind all systems are go.

However, what if Maria’s anecdote of a fantastic day at work has no connection to life-in-the-trenches in my organization? I don’t hire her. It would be a disservice to Maria because she needs to be employed where she has lots of fantastic days at work.

While this is a mandatory question for all of your interviews, don’t limit it to the front end of your people process. Keep asking it. Smart supervisors know their people—and what motivates them. Effective supervisors work ruthlessly to align passion with position. As you coach and mentor your people, ask them often what a fantastic day looks like. As much as possible, heap those fantastic days on your people! When you have highly motivated, passionate team members, you too will experience more fantastic days at work. (What a concept!)

HIRING MISTAKE #6: No Early Successes

Tagline	No Intention or Commitment to Create Early Successes
Axiom	Hiring is the easy part. Building in early success is the hard part.
Your Story	
To Do or To Delegate	
Book or Resource	<p><i>The First 90 Days: Critical Success Strategies for New Leaders at All Levels</i>, by Michael Watkins</p> <p>*Read John Pearson's review: http://urgentink.typepad.com/my_weblog/2010/07/the-first-90-days.html</p>

*From the book review:

He gives examples across all sizes of organizations: small departments, medium-size companies and then an astounding example from Coca-Cola. Warning leaders that no one is immune from the perils of transition, he discusses the CEO stint of Douglas Ivester, promoted to Coke's CEO in 1997, after serving three years as president and COO.

"But Ivester was unable to make the leap from COO to CEO. He refused to name a new COO, even when strongly pressed to do so by Coke's board of directors. Instead, he continued to act as a 'superCOO' and maintained daily contact with the sixteen people who reported to him. His extraordinary attention to detail which had been such a virtue in finance and operations, proved to be a hindrance in his new position. Ivester could not free himself from day-to-day operations enough to take on the strategic, visionary, and statesmanlike roles of an effective CEO."

The Wall Street Journal even piled on. "The job of running a giant company like Coca-Cola Co. is akin to conducting an orchestra, but M. Douglas Ivester, it seems, had a tin ear...[He] knew the math, but not the music required to run the world's leading marketing organization."

HIRING MISTAKE #7: Misunderstanding Current Situation

Tagline	Misunderstanding or Ignoring Your Current Situation
Axiom	S.T.A.R.S. Start-up Turn-Around Realignment Sustaining Success.
Your Story	
To Do or To Delegate	
Book or Resource	<i>The First 90 Days: Critical Success Strategies for New Leaders at All Levels</i> , by Michael Watkins *Read John Pearson's review: http://urgentink.typepad.com/my_weblog/2010/07/the-first-90-days.html

*From the book review:

Perhaps the biggest a-ha moment was his brilliant segmenting of the four kinds of organizations (or departments). Which one did you inherit in your last transition? His acronym, "STARS," describes the four: Start-up, Turn-Around, Realignment, and Sustaining Success. A successful CEO of a Turn-Around may fail at a Realignment. Chapter 3, "Match Strategy to Situation," is worth the price of the book. The "STARS" theme oozes out and through all the chapters. Example: rewarding success is easiest in a Start-up, and rarely acknowledged in a Realignment. He explains why.

HIRING MISTAKE #8: Warm Body Syndrome

Tagline	Believing That a Warm Body Is Better Than No Body at All
Axiom	Hire Slower. Fire Faster.
Your Story	
To Do or To Delegate	
Book or Resource	<i>A Tale of Three Kings: A Study in Brokenness</i> , by Gene Edwards *John Pearson's book review: http://urgentink.typepad.com/my_weblog/2006/09/the_people_buck.html

*From the review:

Give This Book to Someone Who's Just Been Fired

David complained to the Lord that King Saul was hardly God-honoring—so why should he honor and respect this tyrant king? Sound familiar? “Why did I get fired? My boss is the jerk, not me. Lord, this isn't fair!”

Gene Edwards is a master storyteller and this classic, *A Tale of Three Kings: A Study in Brokenness*, unwraps the relationships between David, Saul and Absalom. His conclusions may astound you. It's a great book to mention at your weekly staff meeting.

The best time to talk about God-honoring leadership and followership is when things are going well—not in the middle of a nasty termination. While I have given this book to a team member who's just been fired—it's better to make these biblical values part of your core culture from the get go.

HIRING MISTAKE #9: Culture Mis-match

Tagline	Mega-mismatch on Culture
Axiom	Invest ample time to interpret your corporate culture...to ensure fit.
Your Story	
To Do or To Delegate	
Book or Resource	<i>Delivering Happiness: A Path to Profits, Passion and Purpose</i> , by Tony Hsieh *Read John Pearson's review (see link below):

http://urgentink.typepad.com/my_weblog/2010/06/httpwwwjohnpearsonassociatescomenews061410your-weekly-staff-meetingissue-no-187-june-14-2010words-1217-with-am.html

*From the review:

So, with his new venture capital fund, he invested in Zappos—a struggling online shoe store, and ultimately became its CEO (long story, frequent close-to-the-edge turmoil). There he discerned that building a culture was foundational to building a brand. One customer, duly impressed with receiving an order sooner than promised, suggested they start Zappos Airlines.

He invested in his people. They built a resource library in the lobby with over 100 business and management books. “Many of the books would eventually become required reading for our employees to help them pursue growth and learning, and Zappos would even offer classes to go over some of the more popular books.” (Three cheers for the Book Bucket!)

To ensure that “we continued to hire only people who would fit into the Zappos culture,” they asked employees to meet with prospective new hires and describe the uniqueness of the work/family environment. Eventually, they put it in writing and self-published their own Culture Book, editing only the typos—thus allowing employees to tell it like it is. Zappos is big on transparency. **For a free copy of the Culture Book, just email ceo@zappos.com and include your physical mailing address. (Three cheers for the Culture Bucket.)**

In my book and Management Buckets workshops, I recommend you limit your core values to five or less, because team members can't remember (or live out) more than five. Zappos may be my only exception. Their 10 core values are driven deep into the company's DNA. “Over time, our recruiting department developed interview questions for each and every one of our core values, and we test our commitment during the hiring process.” Their core value, “Be Humble,” affects their hiring decisions the most. (Sounds like a company I could work at.)

HIRING MISTAKE #10: The Lunch Test

Tagline	Hiring People You'll Never Have Lunch With
Axiom	When You Focus on the 3 C's and the 3 S's, You'll Hire 10's!
Your Story	
To Do or To Delegate	
Book or Resource	<p><i>The Three Signs of a Miserable Job</i>, by Patrick Lencioni</p> <p>*Read John Pearson's review: http://urgentink.typepad.com/my_weblog/2007/08/the-donor-bucke.html</p> <p>Also: <i>Axiom: Powerful Leadership Proverbs</i>, by Bill Hybels (re: Chapter 8: "Hire Tens.") http://urgentink.typepad.com/my_weblog/2008/08/axiom.html</p>

*From the Lencioni book review:

Joy Misery at Work

Memo to Everyone I've Worked with Over the Last 40 Years: I'm sorry! Honest! Had Patrick Lencioni written this book 40 years ago, when I assumed my first summer management position, I would have been a better leader and more nurturing manager.

It's not too late for me or you. Click the title to order Lencioni's hot-off-the-press extraordinary book, *The Three Signs of a Miserable Job*. Subtitled "A Fable for Managers (and their employees)," this will get your management juices going again. It's a five-star, must-read, very, very important book. (I've just moved it into my Top 10 books of all time.)

In story fashion, Lencioni helps us discover why so many CEOs, senior leaders, managers and employees are miserable at work—and what to do about it. His diagnosis is simple, yet profound: immeasurement, irrelevance and anonymity. (He coins the word "immeasurement" and it's perfect.) The story gives practical solutions and the book concludes with a this-makes-sense discussion of next steps and case studies. Gratefully, he's also posted "miserable" resources at www.MiserableJob.com, including the anti-misery worksheet for managers.

My Most Significant Take-away Today:

Visit: www.managementbuckets.com/pages/The_Buckets

Click on all 20 buckets to:

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November 5, 2009

You're Not the Person I Hired! A CEO's Survival Guide to Hiring Top Talent, by Janet Boydell, Barry Deutsch and Brad Remillard.

To order this book from Amazon, visit
http://urgentink.typepad.com/my_weblog/2009/11/youre-not-the-person-i-hired.html

Issue No. 162 of *Your Weekly Staff Meeting* highlights a no-brainer, gold standard book on hiring top talent. This will keep you awake at night: "...roughly 56 percent of newly hired executives fail within two years of starting new jobs." And this reminder, check out my Management Buckets (<http://www.ManagementBuckets.com>) website with dozens of resources and downloadable worksheets for your staff meetings.

Useless Interview Questions

This week's book is *You're Not the Person I Hired!* Let me add this thought: *This Isn't the Book I Thought I Was Getting. It's better!* I've immediately added it to my Top-10 List for 2009.

The authors warn, "When you are tempted to rush a hire, think in terms of Return on Investment over the course of years, not months." They quote Michael J. Lotito, "If you spend a lot of time figuring out who you're going to hire, you'll have to spend far less time figuring out who to fire."

I've noticed two startling trends in leadership and management these last four years in my consulting and management workshops. 1) Poll after poll, I ask leaders and managers if they've ever read a book, listened to a CD or attended a workshop on "Effective Delegation." At best, less than five percent of the room stands up. 2) Ditto for "Effective Hiring Practices." People must think they're good at it—and don't need any professional development. Not!

This book delivers. How many "Useless Interview Questions" have you asked recently?

- Tell me about yourself.
- What are your strengths?
- What are your weaknesses?
- Why do you want to work here?
- If you were an animal/tree/plant, what would you be?
- How do you feel about long working hours?

OK. So those don't work. What should you ask, according to the co-authors? They list five key questions, including: "Would you please give me an example of a situation in

which you have demonstrated initiative?” In your search for what they call the “Top 5% Talent,” you’ll find that top performers are self-motivated.

The authors warn that you must unlearn some bad habits—but effective interviewing and hiring skills can be learned. Rule #1 is “Describe the opportunity they want, not your needs.” (Their Success Factor Snapshot™ methodology “clearly defines what the new executive must achieve during the first 12 to 18 months, and dramatically increases hiring accuracy.”)

The tools and insights leap from dozens and dozens of pages, like:

- The Cost of One Bad Hire Worksheet
- The Top Ten Hiring Mistakes and How to Avoid Them (desperation hiring, fishing in shallow waters, and inappropriate “prerequisites” used too early in the selection process)
- How to avoid Jane Clone hiring, and worse—getting stuck in the Anti-Clone Zone
- Why the “first step to staffing up with Top 5% Talent is to remove deadwood.”
- How to spot a bad hire within the first three to six months
- How to tell the difference between non-candidates, sleeper candidates, selective candidates and aggressive candidates (80 percent of your applicants)
- How to market your position—and how to avoid the top five worst sourcing strategies

The Number One hiring mistake: “Inadequate job descriptions drove the hiring process; these focused solely on experience and skills, not company expectations. A staggering 93 percent of searches that resulted in new executive failure made this mistake at the outset.”

The solution: eliminate tired-out, traditional job descriptions and instead, create measurable expectations around four S.O.A.R. areas: Substantial Departmental Goal, Obstacles, Action, Results. (Three cheers for authors who focus on the Results Bucket!)

Chapter 8 delivers remarkable insights in the Culture Bucket. The book lists a three-page self-test with 14 cultural dimensions (with three options for each). The authors warn that cultural mismatches will torpedo unprepared candidates. Example: Which of the following three statements defines your organization’s views on “Work/Life Balance?”

- If you have a life elsewhere, that’s your problem. We certainly didn’t issue you one.
- We want you to take care of yourself so others don’t have to do your job when you’re sick.
- Happy, healthy workers make better, stronger companies. Onsite yoga, anyone?

This is a no-brainer resource for anyone who interviews or hires people. *(Let me think about this...buy one more book that might help me...or keep hiring people I ultimately will need to fire because they’re a mismatch?)*

To order this book from Amazon, visit

http://urgentink.typepad.com/my_weblog/2009/11/youre-not-the-person-i-hired.html

You're Not the Person I Hired! A CEO's Survival Guide to Hiring Top Talent, by Janet Boydell, Barry Deutsch and Brad Remillard.

Your Weekly Staff Meeting Questions:

- 1) Make a list of at least 10 “unique cultural dimensions” about our organization that a job candidate should embrace BEFORE joining our team.
- 2) The authors suggest when you find a great candidate, you should “Make the Offer an Event.” What could we do differently to attract and hire top candidates?

Social Styles Interviewing - Insights from *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit*

One of the big ideas in the People Bucket, Chapter 7, in Mastering the Management Buckets, is to communicate creatively with the four social styles (Analyticals, Drivers, Amiables and Expressives.)

Before you interview your next job candidate, review the four social styles and understand how each style will approach their job and career. It's different for each style. One of the keys to social styles is “versatility.” If you're a Driver, for example, don't allow your style to define your organization, especially if you're interviewing an Amiable. Yikes!

Download Worksheet #7.1: "Do's and Don'ts for the Four Social Styles."

http://www.ministryplanet.net/sites/buckets/7_The_People_Bucket