

Appear to ... Can do ... Will do ... Hire on ... Fire on ... Focus on

Appointing new members of staff or promoting existing members of staff there are essentially 3 elements which influence the process:

1. **'Appear to'** which is what people get hired or promoted on
2. **'Can do'** which is what people get fired on or not promoted on
3. **'Will do'** which is in fact the key element to focus on

Appear to ... which is what people get hired or promoted on:

- Appearance
- Manner
- Expressiveness
- Interests
- Presence
- Smile
- Handshake

Can do ... which is what fire on:

- ❖ Knowledge
- ❖ Acquired skills
- ❖ Training
- ❖ Experience
- ❖ Education
- ❖ Credentials

All of the above is useful however ...

To be provocative: my sense that the following are **the** ingredients for great hiring choices; identification of the best people to promote.

They highlight powerful potential to

1. develop for future outstanding leaders
2. fast track already talent showcased for succession planning

Will do ... which is what need to focus on:

- ✓ Attitudes & beliefs
- ✓ Self-motivation
- ✓ Stability and persistence
- ✓ Maturity & judgement
- ✓ Aptitude & capacity to learn
- ✓ Temperament
- ✓ Behaviour patterns & preferences
- ✓ Emotional intelligence
- ✓ Communication
- ✓ Culture awareness

Always sensible to look beyond the spin, the appear to, which is easy to create. Or is it bearing in mind that we make decisions in about 4 seconds.

Always sensible to check thoroughly the detail of the can do. On paper it looks good what is the reality. How does it translate practically?

Always focus on what the person will do.

A good idea to have a behavioural preference profile for each leader, aspiring leader. Also having 360 feedback process in place sets up checks and balances as it gives feedback from team leader / supervisor / boss + colleagues + direct reports.

Professional Development Plans enable individuals to set clear objectives, how they will work on those objectives, the support to be enlisted, the evidence that will demonstrate objectives reached. **AND** most importantly a date / time by which the objectives will be achieved. It's all around being accountable to oneself.

So ... what do you hire on? What do you fire on? What do you want to be hired on? How might you need to do things differently so as not to be fired?

What will you focus on?

What actions will you take? Or will you simply leave it al to chance then wonder what on earth happened?