

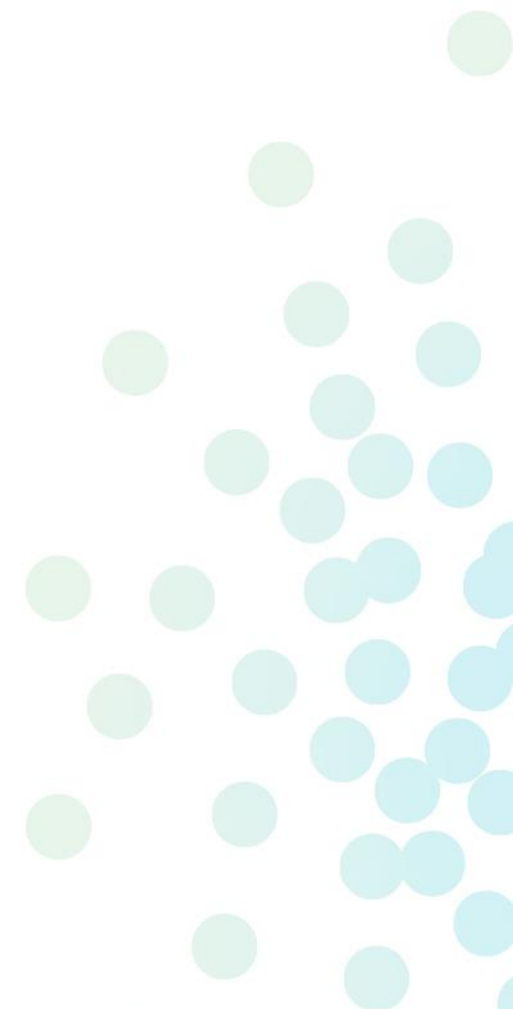


Hiring for Culture

PRESENTED BY



FOCUS ON PEOPLE






A KEY CULTURE MOMENT




TECHNICAL SKILLS =
PROCESS FIT



PEOPLE SKILLS =
CULTURE FIT



INDIVIDUALS AND INTERACTIONS





CULTURE FIT

A row of lightbulbs is arranged across the top half of the image. The background is a solid teal color. In the top-left corner, there is a decorative pattern of white dots. The lightbulbs are semi-transparent and arranged in a slightly curved line. The central bulb is the only one that is fully illuminated and appears as a bright white circle, while the others are dim and show their internal filaments.

CULTURE ADD



ASSESSING PERSONAL FIT





PEOPLE ARE INTRINSICALLY MOTIVATED



16 BASIC DESIRES



Power



Independence



Curiosity



Acceptance



Order



Saving



Honor



Idealism



Social Contact



Family



Status



Vengeance



Romance



Eating



Physical Activity

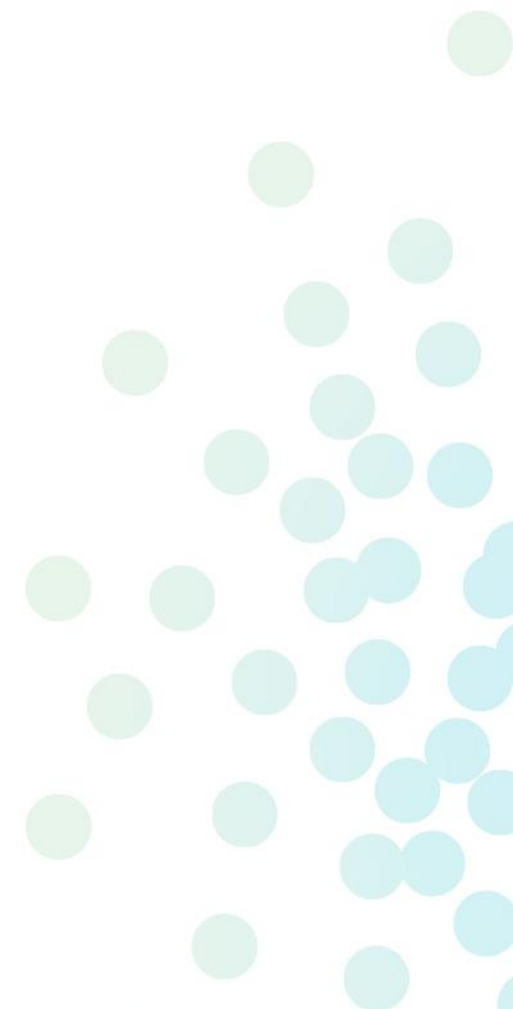
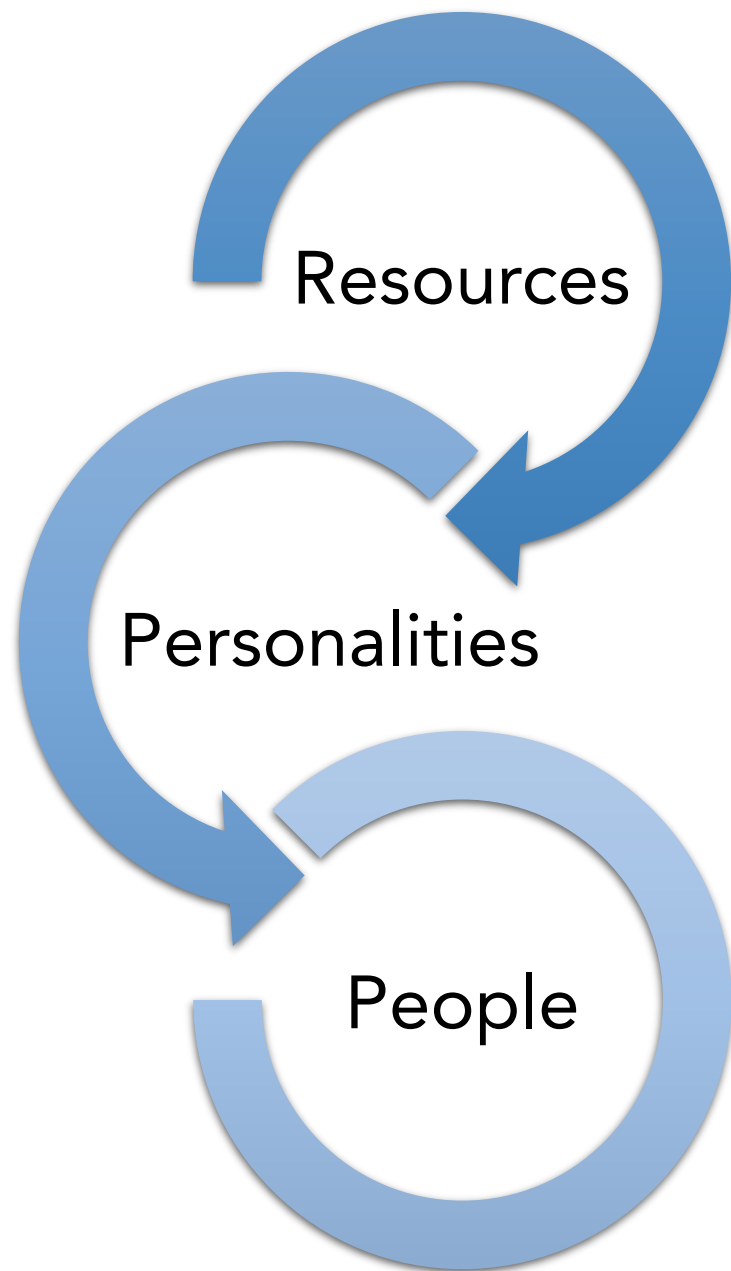


Tranquility



CHARACTER INFORMS FIT





BECOMING AN AGILE BUSINESS

Move away from		Move towards
Technology	➤	People
Hierarchy	➤	Holacracy/Sociocracy
Employee	➤	Partner
Repair	➤	Prevention
Fear of failure	➤	Psychological safety
One-size-fits-all	➤	Individuality
A workplace	➤	A workplace "for me"
Uniformity	➤	Diversity



ASSESSING ORGANIZATIONAL CULTURE





UNDERSTANDING CULTURE



UNSPOKEN, SHARED, &
IMPLICIT



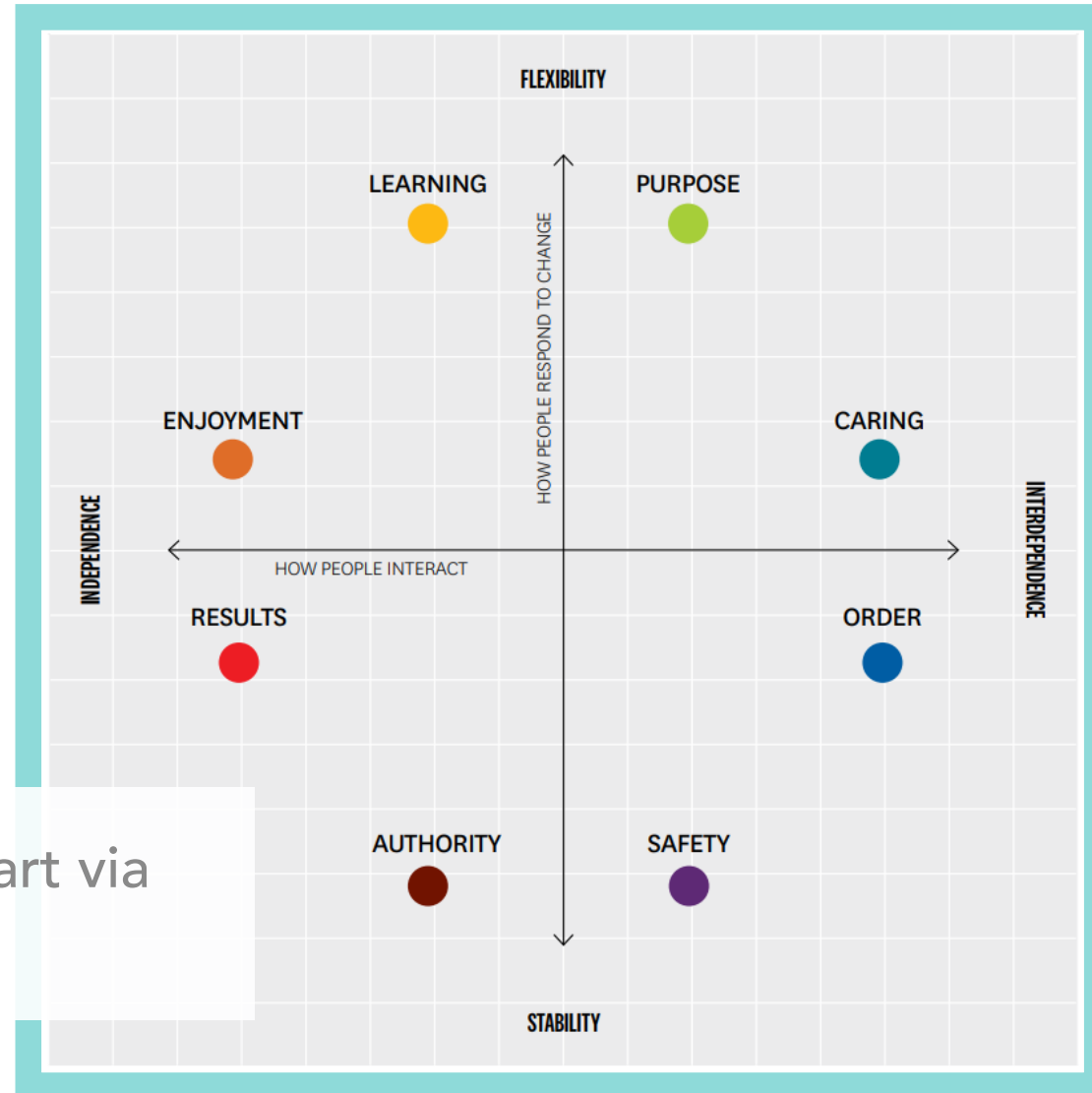
SELF-REINFORCING



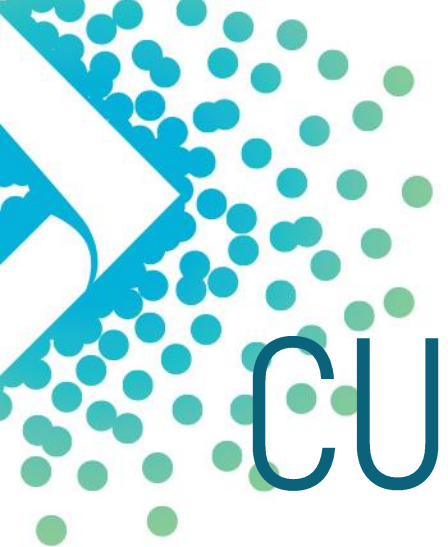
SHAPED & INFLUENCED



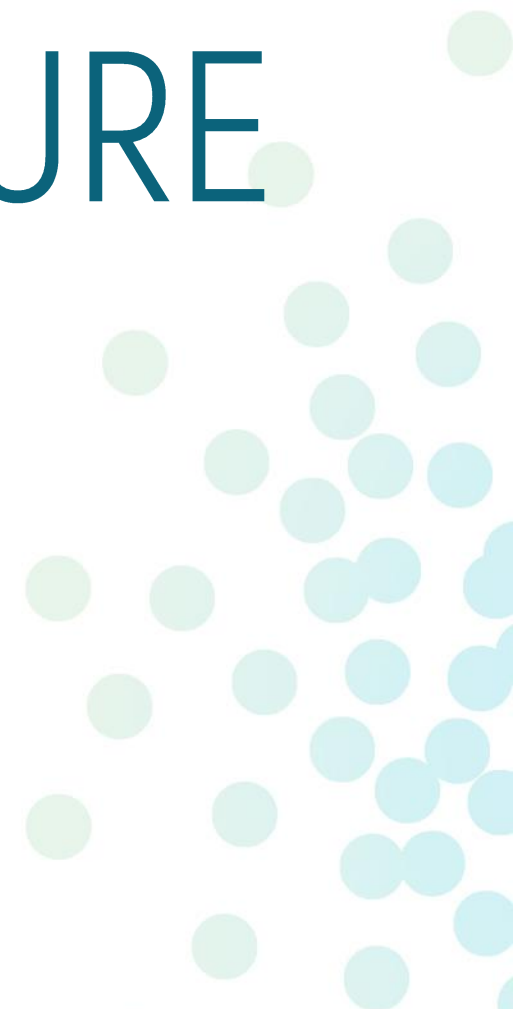
INTEGRATED CULTURE FRAMEWORK



Source: Spencer Stuart via
HBR (Jan/Feb 2018)



CULTURE FIT AND CULTURE ADD



A conceptual image showing two hands holding two interlocking puzzle pieces against a light blue background. The puzzle pieces are dark blue and have a human silhouette cutout. The hands are positioned on either side of the pieces, with fingers gripping them. The overall image has a monochromatic blue color scheme.

HIRING FOR CULTURE VIA CULTURE FIT



A DISCRIMINATING ECHO CHAMBER

A row of lightbulbs is arranged across the top of the image. The background is a solid teal color. In the top-left corner, there is a decorative pattern of white dots and lines. The lightbulbs are semi-transparent, and one bulb in the center is glowing with a bright light, while the others are dim. The text "DIVERSITY OF THOUGHT VIA CULTURE ADD" is overlaid in white, bold, sans-serif font across the middle of the image.

DIVERSITY OF THOUGHT VIA
CULTURE ADD



A LONG-TERM ENDEAVOUR



HOW TO HIRE FOR CULTURE





QUESTIONS TO ADDRESS

What values and attitudes make up the company's (or team's, department's, etc.) current culture(s)?

What subcultures exist within the company?

Do the culture(s) identified support the company's purpose and objectives?

Are there cultural weakness that should be addressed?

What cultural values and attitudes should the company look to add in order to maximize agility and sustainability?

What underlying values and traits will allow candidates to succeed in this company? Which will allow them to fit into the current culture and/or shape the culture in positive directions?



QUESTIONS TO ADDRESS PERSONAL FIT

Can this candidate succeed in this company / job / team?

If so, why will they succeed here?

Does this candidate have the inner potential to succeed and grow here?

Will they develop in this environment?

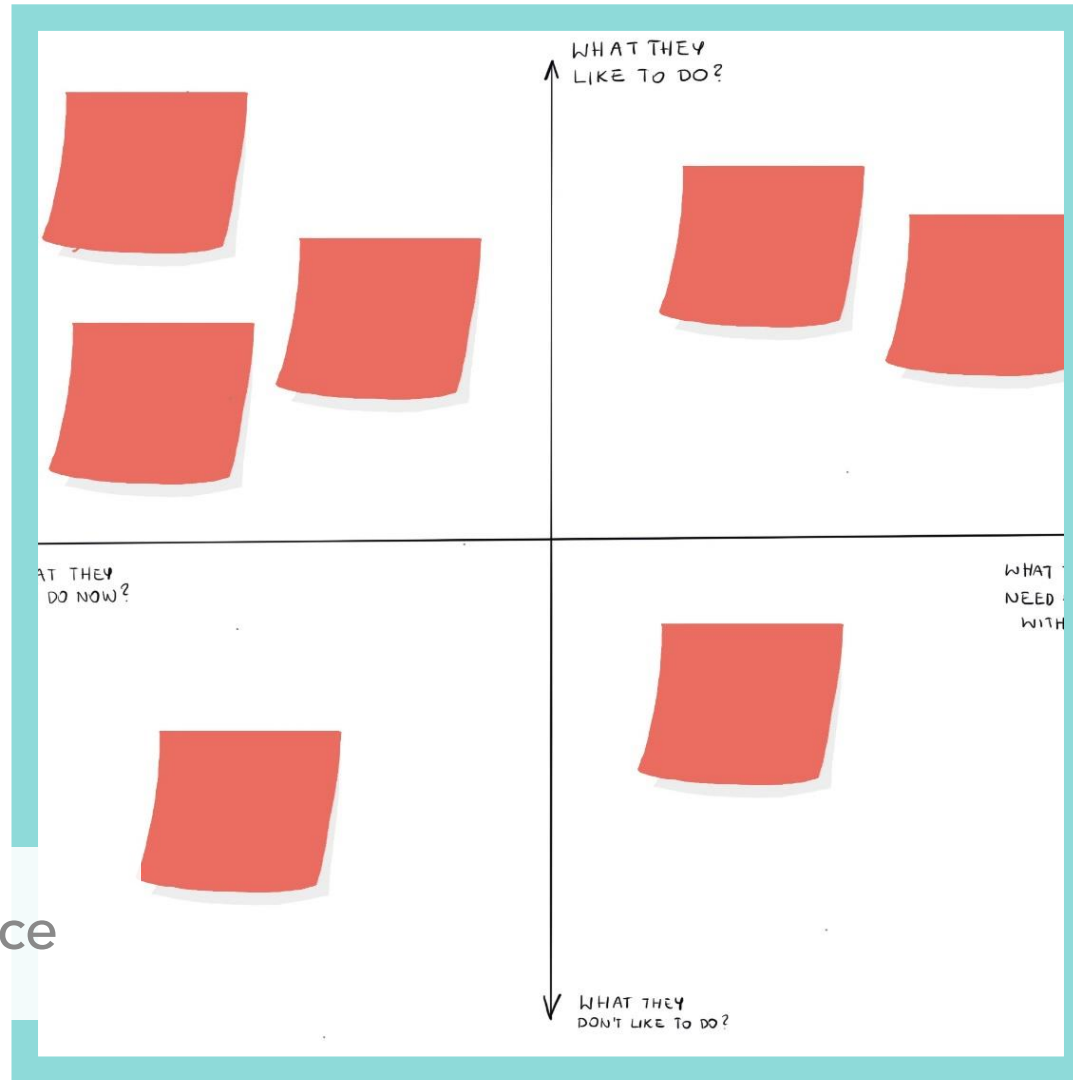


RECRUITMENT TRAINING



HIRING FOR PEOPLE SKILLS

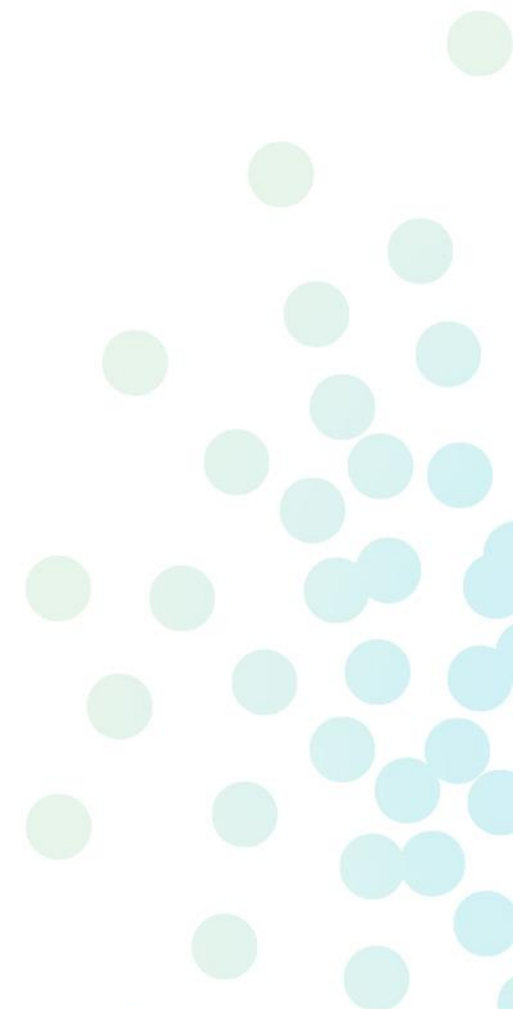
CAREER FORECAST



By Jason Tice



CONCLUSION





RECRUITMENT IS THE FIRST STEP



A person is seen from behind, wearing a blue and white striped sweater. The background is a collage of various business diagrams, charts, and flowcharts, all rendered in a light blue color. The text "PEOPLE SKILLS, CULTURE, EMOTIONS, GOALS, & VALUES" is overlaid in white, bold, sans-serif font. In the top left corner, there is a decorative graphic consisting of a cluster of white dots of varying sizes, some of which are arranged in a grid pattern.

PEOPLE SKILLS, CULTURE,
EMOTIONS, GOALS, & VALUES

A silhouette of an archer standing in a field, holding a bow and arrow, with mountains in the background. The entire image is overlaid with a blue gradient.

NO SILVER BULLETS

WITH THANKS TO

Jakub Jurkiewicz

V Lakshmi Chirravuri

Brunello Gianella

Stavros Papadeas

Thank You

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