Hiring for Culture

PRESENTED BY

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FOCUS ON PEOPLE

A KEY CULTURE MOMENT

TECHNICAL SKILLS =
PROCESS FIT

PEOPLE SKILLS = CULTURE FIT

INDIVIDUALS AND INTERACTIONS

CULTURE FIT

CULTURE ADD

ASSESSING PERSONAL FIT

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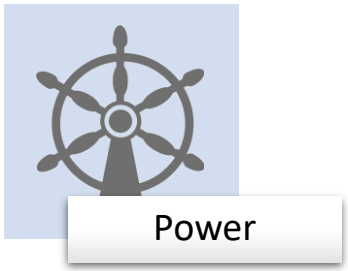
PEOPLE ARE
INTRINSICALLY MOTIVATED

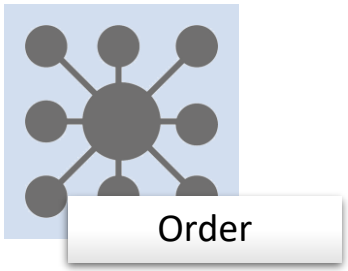
16 BASIC DESIRES

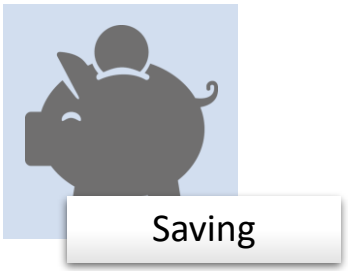

Power

Independence

Curiosity

Acceptance

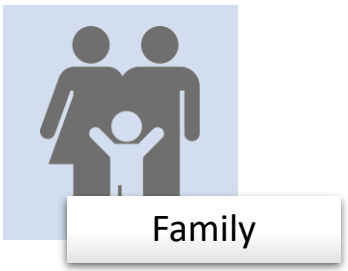

Order

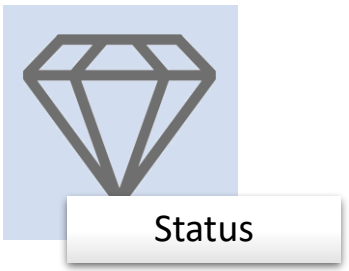

Saving

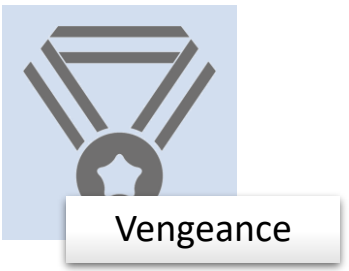
Honor

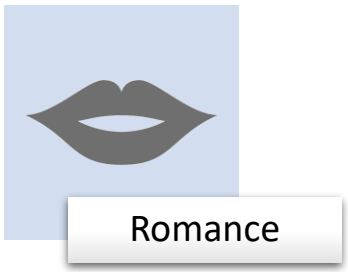
Idealism

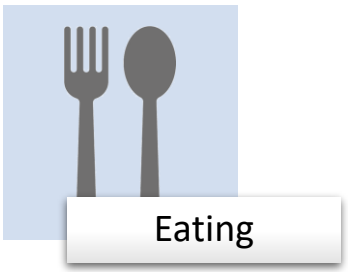
Social Contact


Family


Status


Vengeance


Romance


Eating

Physical Activity

Tranquility

Images courtesy of rmp swiss

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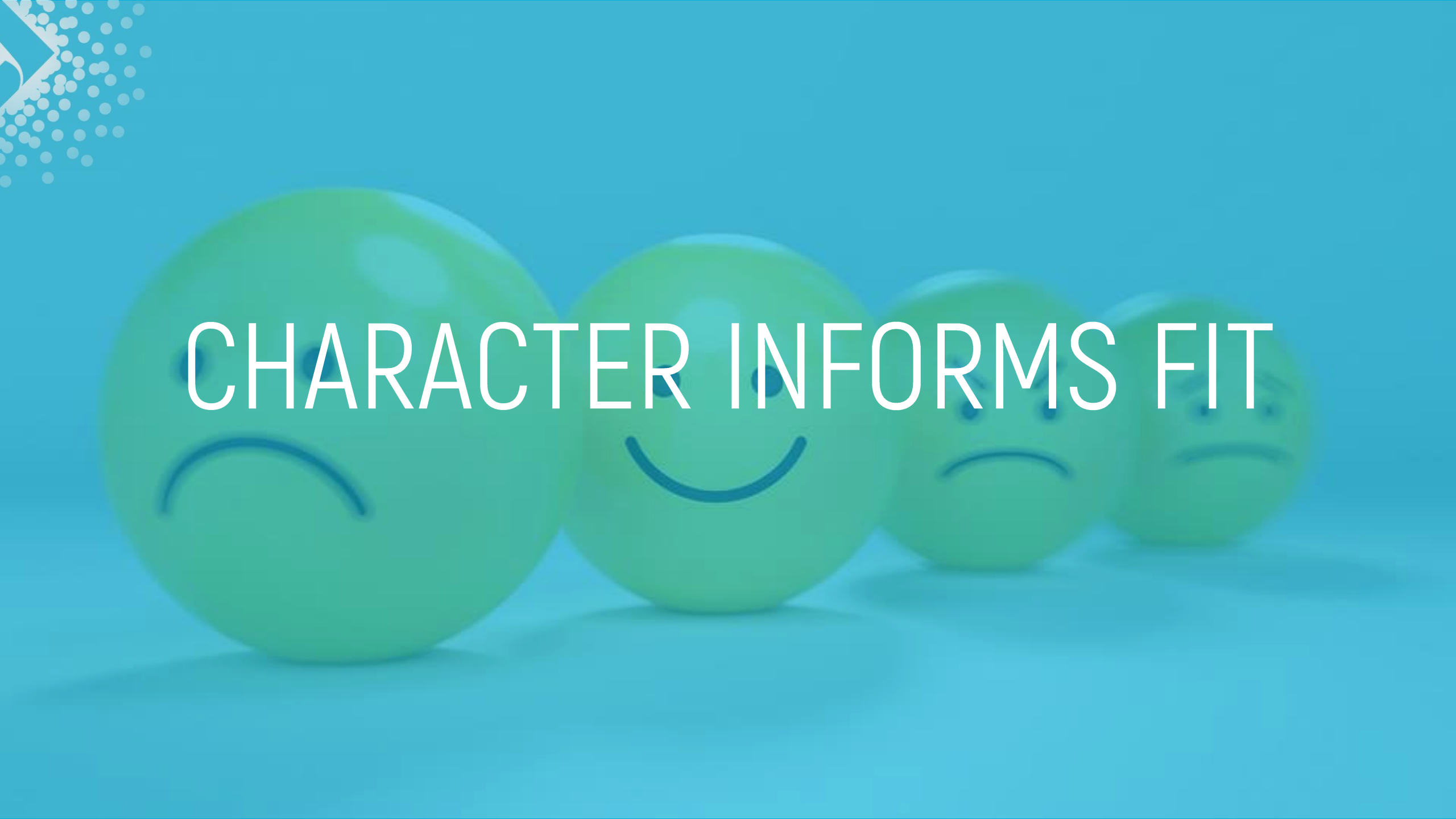
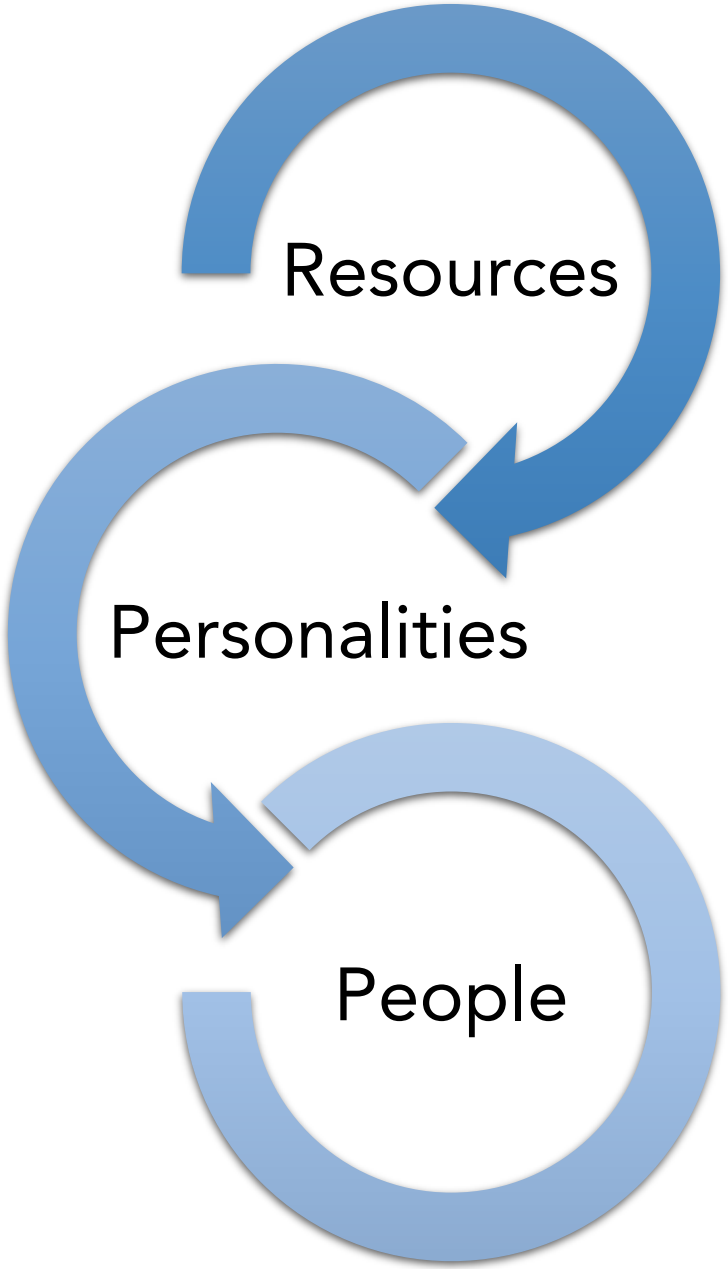

CHARACTER INFORMS FIT


Resources
Personalities
People

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

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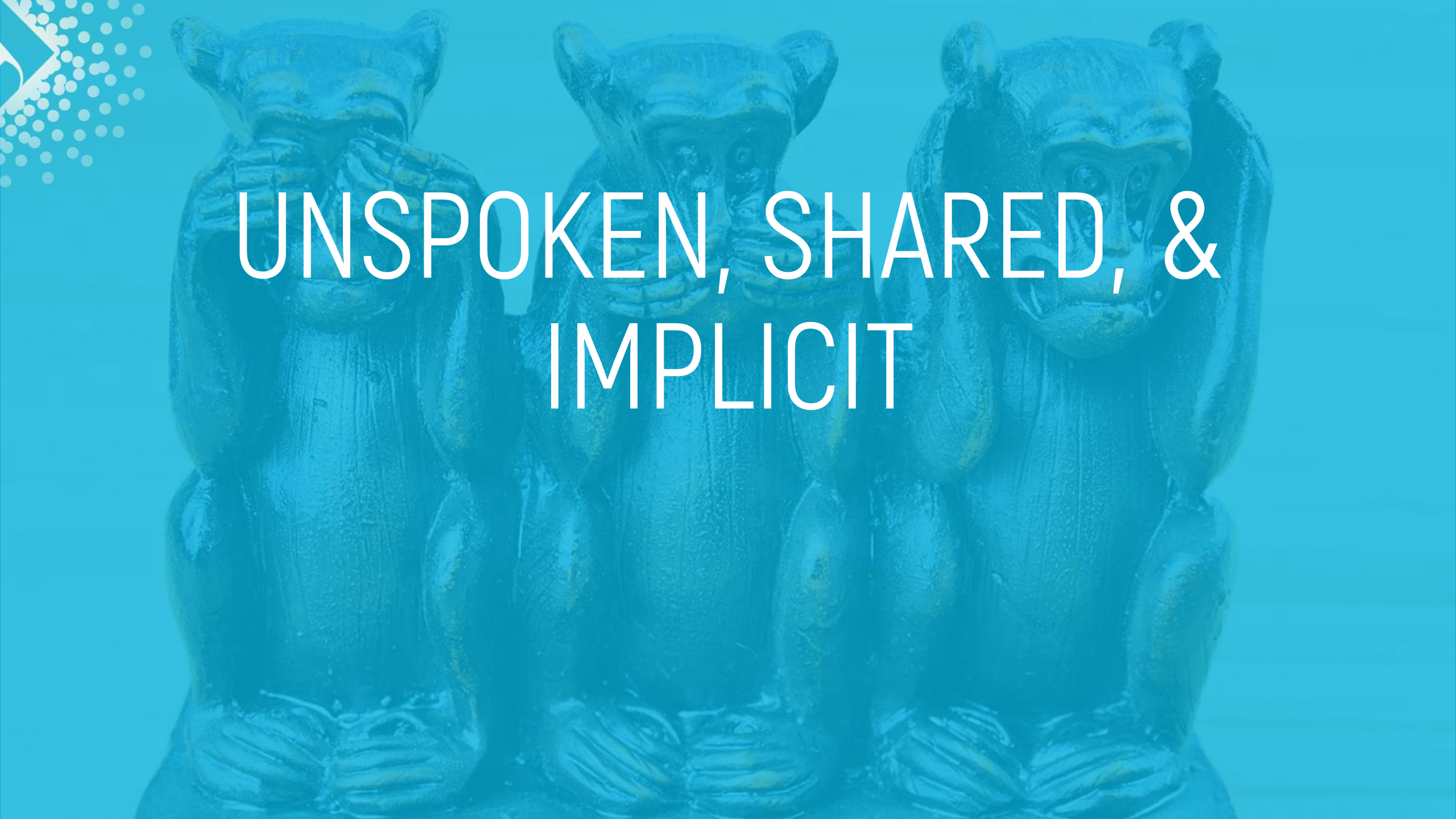
UNDERSTANDING CULTURE

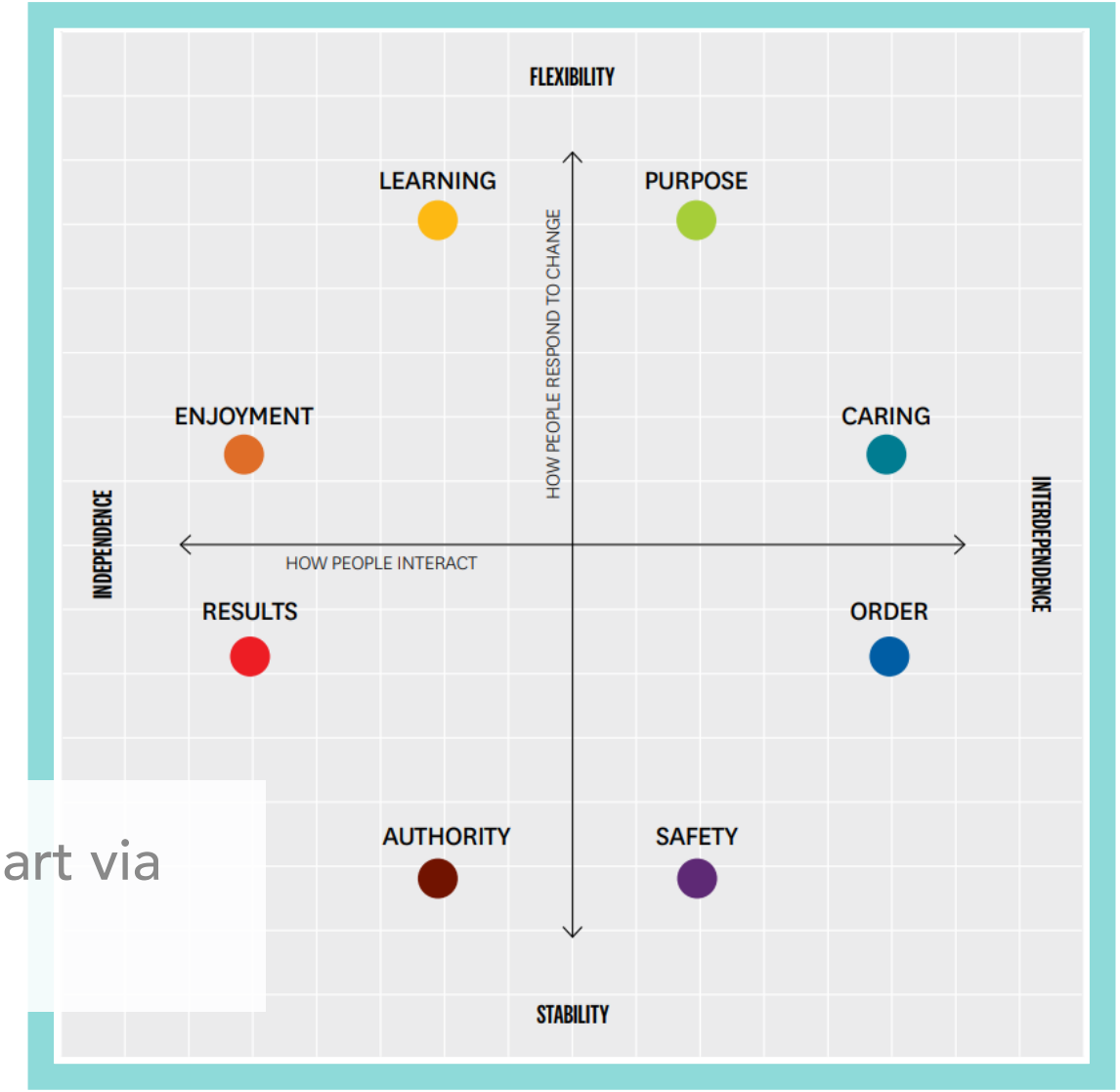


UNSPOKEN, SHARED, & IMPLICIT

SELF-REINFORCING

SHAPED & INFLUENCED

INTEGRATED CULTURE FRAMEWORK



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

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CULTURE FIT AND CULTURE ADD

HIRING FOR CULTURE VIA CULTURE FIT

A DISCRIMINATING
ECHO CHAMBER

DIVERSITY OF THOUGHT VIA CULTURE ADD

A LONG-TERM ENDEAVOUR

HOW TO HIRE FOR CULTURE

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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?

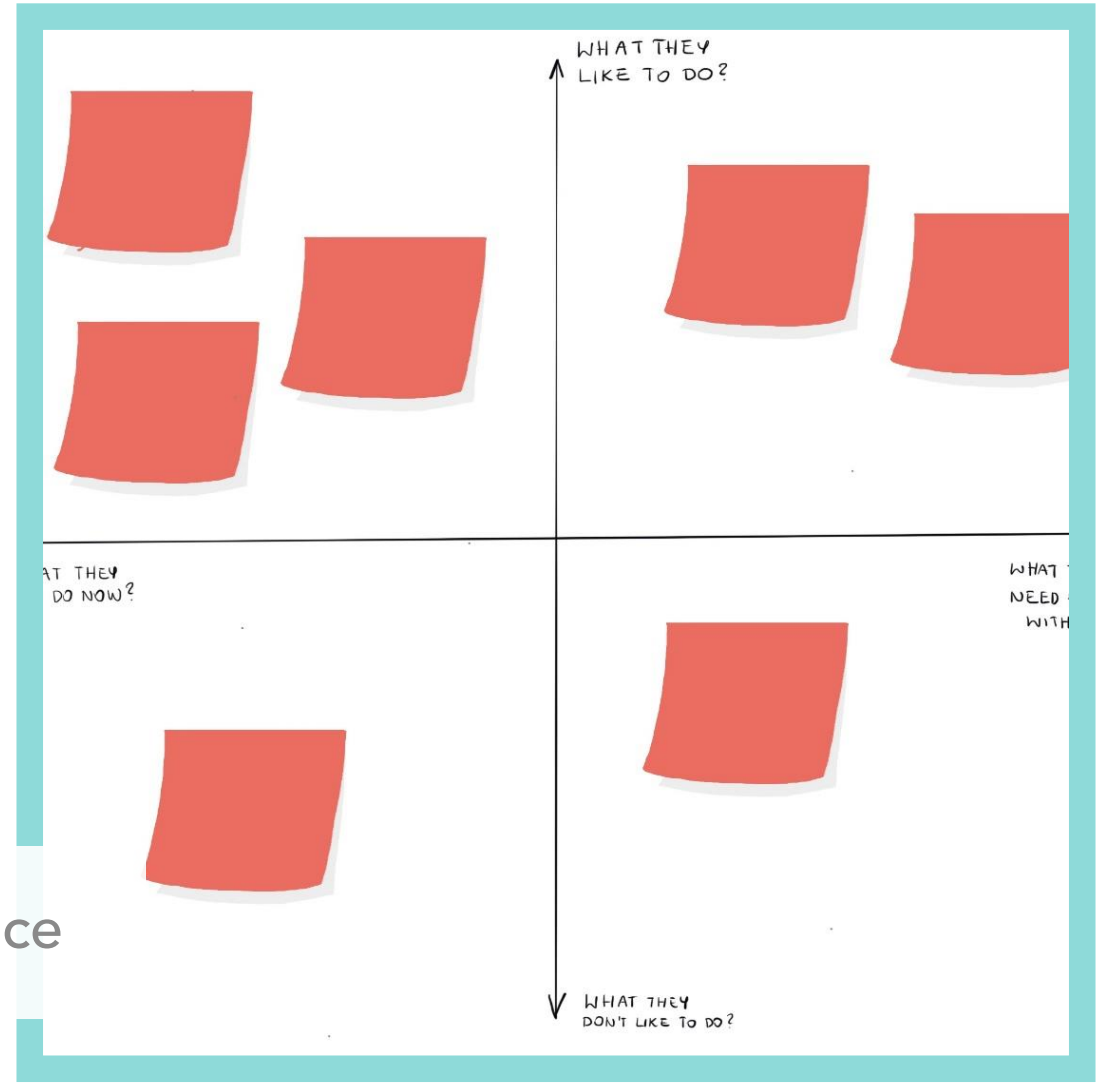
Does this candidate have the inner potential to succeed and grow here?

Will they develop in this environment?

RECRUITMENT TRAINING

HIRING FOR PEOPLE SKILLS

CAREER FORECAST



By Jason Tice

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CONCLUSION

RECRUITMENT IS THE FIRST STEP

PEOPLE SKILLS, CULTURE, EMOTIONS, GOALS, & VALUES

NO SILVER BULLETS

WITH THANKS TO

Jakub Jurkiewicz
V Lakshmi Chirravuri
Brunello Gianella
Stavros Papadeas

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Thank You

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