

Establish a Core Values Hiring Process

THE
ADVANTAGE

Purpose: Develop a clear simple process for interviewing potential candidates according to your core values. Determining your organization's core values is part of the six critical questions that make-up discipline two (Create Clarity). Understanding what a cultural fit looks like will help ensure the right people are brought into the organization and a strong culture will perpetuate. Seek to establish just enough structure to ensure a measure of consistency and adherence to core values, and no more. Develop a one page (front and back) hiring profile that can apply across the board.

Time Required: 1 - 3 hours

Instructions:

1. Establish the Hiring Profile. Outline a short process for interviewing for core values fit. The document should include:

- A description of each of your three core values. For each value, highlight the related behaviors that indicate if a person is a good cultural fit. This will provide interviewers and hiring managers with a list of discernible traits that must be confirmed or denied in the interviewing process.
- A short list of questions that highlight the values you are seeking. Along with each question, indicate how the values may be revealed in the candidate's answers.
- A space for notes.

2. Instruct interviewers how to use profile. Launch the use of the profile by briefly informing all potential interviewers what the profile is, how to use it and why it is important. Instruct your interviewees to take detailed notes for future discussion. Keeping it simple is essential.

3. Consistently use profile. Along with specific job qualifications questions, the core values-related questions should be administered to each candidate, regardless of position. After all candidates have been interviewed, the interviewers should gather and discuss their findings as a group to fully understand the candidates fit according to values.

4. Update the profile as needed. This document can be reviewed and revised if certain questions or interviewing style seems to yield the best candidates.

Debrief: When all potential employees are evaluated with the same core-value based criteria, a strong culture can be fostered. Core values represent one of the six questions that make up organizational clarity. Integrating core values into the human systems serves to reinforce that clarity moving forward.