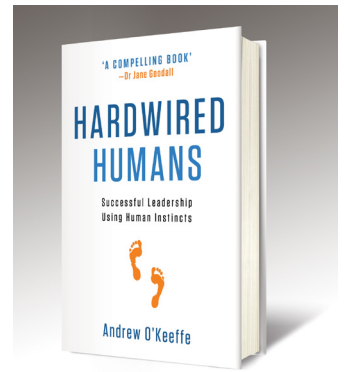


Hiring a Team Member



This series of **Leadership Instincts Aids** helps managers apply the nine human instincts to common leadership situations.

The nine instincts are explained in the book, *Hardwired Humans—Successful Leadership Using Human Instincts* by Andrew O'Keeffe. (The book is available in **print form** from www.hardwiredhumans.com or in bookshops in Australia and New Zealand and as an **e-book** internationally through your preferred e-book channel.) The book explains the science of each instinct and the implications of the instinct for leaders.

This aid describes the primary ways that instincts apply to hiring a new team member to help a leader to be as successful as possible.

1. Be conscious that you are bringing a new member into your family-size unit (your team). **Social Belonging**
2. Team dynamics will be disturbed when the person starts. Be conscious of what cliques might form and how the person fits into the culture of the team. **Gossip**
3. Before the interview, apply the 'gossip test': what you want the person to say about you and your organisation to their friends and family that night? **Gossip**
4. Be on time for the interview! It's self-defeating to be classified negatively by the applicant. **First Impressions to Classify**
5. Be aware of your instant gut feeling when you meet the person in reception. But while processing that information, try to suspend judgment and not allow that intuitive response to make up your mind – if you do so, all information in the next hour will be filtered according to that classification and you might be about to hire a poor candidate or reject a good candidate just for that first impression. **First Impressions to Classify**
6. Demonstrate that you are conscious that the candidate is making as important a decision as you, perhaps even more so. Why should they join you? Is this the right move for them (and their family)? You also need to impress them as much as they need to impress you. Make your empathy for them concrete by saying that you appreciate they have an as important a decision to make as you do. **Empathy and Mind Reading**
7. During the interview, ask them questions like, 'What would make this an ideal next job for you?'; 'What attributes are most important to you in your next role?' **Empathy and Mind Reading**
8. With a strong candidate, surprise them (positively) by calling them that evening to thank them for the meeting and repeat the key messages regarding the next steps. **Emotion Before Reason**
9. As part of the hiring process, have short-listed candidates meet team members and to gain input from the team as to the suitability of candidates. **Social Belonging**
10. Incorporate into the process profiling tools to gain as much information as possible about short-listed candidates to ensure information that could have been known is known to you before making a decision. We use a self-assessment tool called Achievements Dynamic Profile. **Confidence Before Realism**
11. Set a relaxed atmosphere and a friendly and professional tone. **Emotion Before Reason**

