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# IDEABRIDGE



The IdeaBridge White Paper Series:  
The Leadership Series:  
Hiring an All-Star Team

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## THE LEADERSHIP SERIES: HIRING AN ALL-STAR TEAM

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### Summary

Without a strong, motivated team to get the work done, a Leader's initiatives will die on the vine. It is absolutely critical that Leaders develop a systematic methodology for finding, hiring and retaining the best possible talent they can find. This article is an excellent introduction to the subject of 'hiring well'.

### Hiring/Building Your Team/Selecting Your Team

- Great Leaders know that hiring and keeping good people is one of their most important tasks.
- If you hire well, the benefits are multiplied and seem nearly endless. If you hire poorly, the problems are multiplied and seem endless.
- Sometimes you'll get an opportunity to draft an "impact player", a superstar who can instantly change the whole complexion of the team. Incidentally, impact players usually possess not only technical ability but also leadership skills. True Leaders are never threatened by hiring people with great potential.
- BEWARE: Any person that you hire who has character flaws will be the weak link in your team.
- You can tell much about a person's ability to lead others from how well he manages his own life.
- The key to surrounding yourself with other Leaders is to find the best people you can, then develop them into the best Leaders they can be. Great Leaders produce other great Leaders.
- Look for people who have an attitude of sincerely wanting to help people. This caring service approach comes from within and is not something you can teach through training programs. Look for people who put a smile in their voice. It is critical to the success of your company.
- Secure Leaders are able to surround themselves with people more qualified than them.
- Keep in mind that one "great" person will always out-produce and out-perform two mediocre people.
- Too often, people hire employees haphazardly. Because of desperation, lack of time, or just plain ignorance, they quickly grab any candidate who comes along. Then they hold their breath and hope everything works out. This is a reckless and irresponsible way to hire. Plan ahead. Always be thinking about a succession plan and always be looking for exceptional talent.
- If you hire the right people, you won't have problems later on. If you hire the wrong people, for whatever reason, you're in serious trouble and all the revolutionary management techniques in the world may not bail you out.
- Having the right players determines 60 to 80 percent of the success of any organization.
- The assessment of character in an interview can be difficult. Warning signs to watch for include:
  - a person's failure to take responsibility for his past actions or circumstances
  - unfulfilled promises or obligations
  - failure to meet deadlines



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- lots of unexplained Job Hopping
- how he talks about his prior employers
- Everyone you recruit for your organization should be a potential Leader. Lead and nurture everyone within your influence, but spend 80 percent of your coaching time on the most promising 20 percent of the potential Leaders around you.
- No matter how great the player, if he can't play with the team, he won't help the organization. The addition of a new team member always changes the chemistry of the team.
- When looking for top "Stars" to hire, the best way to locate them is to ask other top superstars for their recommendations. Stars will always recommend other stars.
- The single most important contributor to productivity is the quality of the employees. Everything else is secondary. We must hire the very best people. No management system in the world can make up for having less than the best talent. Every new hire you make should raise the mean level of performance of the team, not detract from it.
- You are only as good as the people that report to you. If you do not insist on hiring absolutely the best, then you are consciously deciding that employees of average or worse quality are acceptable.
- Hiring the right person is the most critical decision a manager makes. Determine the criteria for the perfect employee and hire only people who fall into the top 5 percent of your criteria. No matter how desperate you are to fill a position, no matter what the consequences, do not compromise. Spend the time necessary to make the right selection. The quality of your employees directly determines your ultimate level of success. Period.
- The top priority in any company should be to hire type-A people who are driven by conquest rather than by security. It's critical that you have a core set of people who naturally gravitate toward and understand conquest.