



Adding Talent



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Art Waskey is a speaker who truly delivers. In addition to a 45 year career in sales and marketing, Art is the author of multiple books on selling and a monthly column *The Art of Sales*. He shares these insights as an in demand event and conference speaker as well as leadership coach.

There is bright news on the horizon and companies find themselves gearing up to hire additional staff. As the vaccines for COVID-19 are approved and people are immunized, we look forward to getting back to work on a broader scale.

Key Personality Characteristics

Employees are the heart and soul of any business and represent a significant investment, so you want to choose carefully. Let's review some key personality characteristics that you should look for as you add new talent to your workforce.

Cultural fit – It is important that any new recruit fits into your company's culture. Be sure he or

she shares your values. The right person is someone who can build trust with clients, engage in healthy conflict, make real commitment, hold people accountable, and focus on the team's results.

In his 2016 book, The Ideal Team Player, Patrick Lencioni, illustrates this point. During interviews with a well-qualified candidate, it was brought to light that he lacked humility, possessed an underlying indifference to people, and felt staff were there to serve him, not the company. These characteristics were anathema to the company's culture. In Lencioni's example, the right person had to be someone who could easily build trust, not a self-centered egotist. Uncovering



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this lack of cultural fit saved the company from bringing on a well-qualified but ill-suited executive.

Relationship builder– All employees should have a healthy respect for relationship building. You want a person who is a team player and is willing to share the credit of a job well done. Individuals who listen, offer help, ask good questions, and stay engaged in a conversation make the best employees.

Openness – In his book, The Advantage, Patrick Lencioni talks about the need to be open with your colleagues and describes a principle called Vulnerability-based Trust. Lencioni believes, “A leadership team must be willing to be completely transparent, honest, and naked with one another” if they are to build trust.”

As a consultant to a Fortune 500 Company, he was asked by its new CEO how best to get to know and establish trust with the existing team. Lencioni recommended an off campus summit where team members would be asked to share their background information, starting with their primary school days. One VP refused to participate and quit. That individual was probably part of the downfall of the previous CEO, Lencioni

surmised, as he was unable to build trust. Lencioni advises, “It is amazing to witness how quickly the dynamics of a team can change after a simple twenty-minute exercise as people who thought they knew one another develop a whole new level of respect, admiration, and understanding, regardless of their job title, age, or experience.”

Work ethic – You want people with a good work ethic, the types who are always asking for more to do and show interest in learning new things. Self-motivation, diligence, and the ability to take responsibility are important values to look for in an individual.

Talented – While intellectual capacity is important, common sense is even more critical to success. I once worked with an executive who was excited to add a Harvard MBA in Finance to his team. The new hire was indeed intelligent but was unable to translate his academic pedigree into practical ways of getting the job done.

You want to hire intelligent people with an ability to ask good questions, listen to what others are saying, and engage in meaningful conversations. Persons with these skills recognize the subtleties of group dynamics and recognize the

impact of their words and actions.

Attention to detail – Attention to detail is a big part of what makes someone successful. It is difficult to delight your customers if you are disorganized. Good organizational behaviors are some of the most important and transferable skills an employee can have — look for them in a candidate. You want a person who can multitask, plan, prioritize, and achieve his or her goals. **These are the skills that keep a business running smoothly and save time and money.**

5 KEY TAKEAWAYS

1. Employees are the heart and soul of your business - choose carefully.
2. Any new recruit must fit into your company's culture.
3. The best team members are humble.
4. Transparency is essential to establishing honest business relationships.
5. Build a strong team by focusing on personality characteristics that build trust.