

You're listening to the, Your Next Best Step Podcast, episode number 27. Today we are talking all about hiring for value, and not necessarily for skill. I'll explain, hold tight, and let's get started.

Well hello there my friends. I'm so excited to have you back here for another episode of the podcast. I love, love, love doing this podcast. I love chatting with you all, I love sharing my own insights. I do have some guest speakers lined up, we're just working out some schedules, so stay tuned for that. That should be awesome. Some clients of mine, actually. It will be really, really super cool, and some other surprise guests. Definitely stay tuned.

But, I love the feedback that I'm getting from people, telling me that they love listening to the podcast, they love my references, how I'm having coffee with you as if you're sitting here talking with me. And, how they've been able to really take the things that I've talked about on the podcast, and apply it to real life situations in their business to help them deal with difficult team members, to move their vision forward, to get out of a rut, and anything and everything in between. That makes me super, super happy.

I mean, this podcast is built on 20 plus years ... I'm dating myself, 20 plus years experience, working with and for entrepreneurs, and really finding my own way, carving my own path. My sister and my brother both had straight paths. They decided what they wanted to do. My brother's an engineer, my sister is a psychiatrist. They both said, "This is what we want to do, this is what we're going to school for." They had it all planned out, and away they went. My path was much more curvy, and I have curves. Much more curvy than that. From fashion design, to fashion merchandising, to getting married super early, to majoring in ... The first time. Majoring in human resources, majoring in wanting to go to law school, getting divorced, and just kind of everywhere in between. Going from marketing, to operations, back to marketing, to ...

This podcast is definitely a compilation of all of my, like I said, 20 plus years experience. Actually, it's probably more close to 25. Anyway, enough of that. Let's talk about today's topic, which is something that I do have a story about this. But, it's all about this whole philosophy. It is a newer philosophy that people are talking about, and when I hear it, and ... It reminds me of the FedEx commercial. I think it was a FedEx commercial, it was something with FedEx, a little while ago. It was probably a good, I don't know, it might have been 10 years.

It was someone who had just come into a company, and they had an MBA, and they needed to learn how to ship something. They were like, "Oh, well I don't know how to do that, but I have an MBA," type thing. It just, I don't know. Whenever I hear this topic about hiring for value and not skill, it just reminded me of that.

Because, I do hear a lot, and I'm not saying ... I have a college degree. I'm not saying a college degree is ... Some people say, "Oh, you don't need it." I'm not saying that at all. I mean, like I said, I have a college degree. But, there are people that I run into a lot that are like, "Oh, well I want her to do X, Y, Z because she has a degree in marketing." Or, "I want them to do X, Y, Z because they have a degree in communications." Or, "They're a trained chef." It's like, okay. Do not make a decision solely based on that, I promise you.

Anyway, yes, today's topic, hiring for value and not skill. And, this came up in a conversation I was having with a client of mine, someone who is on the leadership team. They were in the restaurant

industry and they had been struggling hiring people. They kept hiring people, and saying that everybody that they were bringing in was not working out. That, they would either say that they were coming in and they would skip a shift, or they would come in and then they would go out and be using their phone, they would go outside and use their phone on their shift, and they just kept hiring people that weren't necessarily, or really totally not the right fit for the position that they were looking for. Whether it was a server, or a cook, or a front of the house manager, bartender.

They just kept running into these issues. I said to this person. I said, "Well, what do you do in the interview process? What are the questions that you ask?" One of the first questions, obviously it's in the restaurant industry. One of the first questions is, have you ever worked in the restaurant industry? If the answer is no, they kind of start to say, "All right, well I'm not going to consider this person because they don't have restaurant experience, they don't have restaurant skills."

I said to them. I said, "Well, is that the only determining factor?" They said, "Well, when we're interviewing we want to make sure that we get people who have restaurant experience." I was like, "Okay." Then he said, "Well, and then we have other questions that we ask and everything. But, we want to make sure that they've worked in the restaurant industry because there's certain skills that you acquire. We want to be sure that we are choosing the right people."

I was kind of like, "Hmm. Maybe you need to switch that up a bit." We ended up having this giant conversation, and this conversation actually can apply absolutely anywhere. Because, I do, when I work with business owners and they are struggling to find the right team members, and the right people to put on their team, this happened way back when I was in corporate. You want somebody in the accounting department and you're saying, "They need to have accounting skills." The thing is, is that, that is not necessarily the case. Just like with the restaurant industry, just because a person hasn't worked in the restaurant industry and doesn't have waitressing experience, or waitressing skills, doesn't mean you should completely discount them, and it's because of this.

When you are hiring, if you're hiring just for skill, because here's the thing. You can teach skill to anybody. You can teach those hardcore skills. You can teach people accounting, you can teach people ... Like, I can teach people marketing. Back in the day I hired people who had zero marketing experience, and they ended up being the best ever. It's because of this, you can always teach the skills, you can't teach values, you can't teach culture, but you can teach skills. That is the key to this whole thing. Just like my client, they were looking for these concrete skills for someone to have, but what the people that kept showing up, didn't have the value, and the core values, and the work ethic that they were looking for. Which, is a huge part of the culture in this business.

A lot of people do this, you know? It's just like, "Oh, well I want so and so to handle the marketing in my business because they have a degree in marketing." Doesn't necessarily matter. Again, you can teach ... in today's day and age, you can teach skills to anybody. But, if they don't have ... if their value, their values that they have, and their work ethic, and those soft skills. If they don't match what you're looking for, the concrete skills aren't going to matter, right?

In that example of my client, there were three things that I said to him that I wanted him to do. The first one was, is first of all let's go back to ... I would say this to, I'd tell any business owner this. Go back to what are the core values of the business. What are the core values of the business, and of you as the

business owner? Okay? What is important to the business? Is it knowledge, is it integrity, is it consistency, is it creativity, is it having fun? I mean, what does that look like, okay?

The second thing is, what is the vision that you have for the business, and for the team? What are your strengths that you have, and maybe what the current team has? So you're matching up, you're looking at, "Okay, what are the core values? What does the business stand for?" Okay? And, what is your vision for the business, and for this particular position, okay? What are you looking to accomplish, what is your goal, okay? And, what is your vision? What are you looking for out of this, what is your goal, okay? For what you're creating.

Because, if you don't know what your goal is for what you're creating, well, forget it. If you don't have something that you're looking for like a GPS. Well, then we need to start someplace else. First thing is, is determine what your core values are. In the example of my client I had him go back to what are the core values of the business, okay?

What is the vision of the business? What are you trying to create here, what are you trying to build here? What is the experience that you've already built, and what do you want to do to move it forward, and the future of this? What is your goal, okay? Then, what are the current strengths of the team that each person brings, all right? Because, then the third thing that you want to do is, determine what strengths are you looking for, for that person to have? What kind of person are you looking? Do you need somebody who's a self starter? Do you need somebody who's super detail oriented? Do you need somebody who is like a super visionary, like super creative? Do you need somebody who is a go getter, and can figure anything out? What is it? Do you need somebody who's kind of likes to tinker with stuff, and can fix things?

It's, what are those values that you're looking for? What are those soft skills that you're looking for? Not the hard skills of, this person knows how to bake. Or, this person knows how to cook. Or, this person has a degree in marketing. Not that. The soft skills, okay? Are they a go getter, are they a self starter, are they goal oriented, are they detail oriented, are they task oriented? What does that look like, okay?

Because, from there, that's going to help you when you're talking to people in an interview, even if they ... in the restaurant industry if you're hiring a waitress, just because they've never waitressed before doesn't mean that they could be the most amazing waitress with no waitressing experience. They could be the most amazing, because if you know you need a go getter, you need somebody who can manage multiple things, can handle stuff under stress, loves working in a fast paced environment. You think of all of those things and you know that's what you're looking for, the person doesn't need to have worked in the restaurant industry before. And, they could be somebody who worked, they were a teacher, I don't know. Or, they were, whatever. Maybe they worked in construction, I don't know. Maybe they worked in manufacturing, and they wanted to switch jobs or get a separate job, get a second job, you know?

It's more looking for those soft skills, and how those soft skills fit into the vision and mission of the business, and the core values of what the business stands for, okay? One of the things that you can do, and you can actually run people through some different personality tests, or tests to really figure out the soft skills that a particular person has. It's not, these things that I'm going to mention here are not, they shouldn't be used as this is going to determine their employment or not. They should more be used as to what ... again, what types of soft skills a person has, and how you can use that, like how they fit into the role, and the vision that you have for the role, of this particular position.

One of the main ones, and I'm going to give you four that I've used, I've taken myself, and I really like them a lot. There's tons, and tons, and tons out there. But, these are the four that I've actually used myself, have taken myself, and I like how ... And, I've used them to work with people, and to also put right people in the right roles. Because, if you have a team member that's in a wrong role, like if it's not fitting their strengths, they're going to be miserable and they're not going to perform at their highest.

These four different ones are really, really good to help you to determine those soft skills that a person has. Then, also help to determine what those soft skills are that they have, the values, all right? And, how you can fit that into your vision for that particular role that you're looking to fill.

The first one is, How To Fascinate by Sally Hogshead. She's the one that was the creator of it. This is a newer one that I've been introduced to, but it really helps to kind of pull out what is important to somebody, and what their strengths are from a personality standpoint, and how they will fit together in different roles, and different things that they would be working on. If somebody is, like for me, I'm a catalyst on the Fascinate, on the Fascinate Program.

I have passion, and innovation, and creativity ... or, out of the box thinking, creativity. You look at somebody like that, somebody like me, I am not detail oriented. I can be, but that's not one of my big giant strengths. I wouldn't want to be working on spreadsheets all day, basically, okay? You can look at it from that perspective and see what really lights someone up, what really brings them alive, and match it with what you're looking for in these different roles in your business.

The second one is the Strengths Finder. Same kind of thing, to really pull out okay, what is this person's strengths? What are they super good at? And, what are you good at, and what is the rest of the team good at, and how does that fit in the role that you're looking to fill, okay?

The third one is one that we used to use all the time when I was in corporate. I know a lot of people use it, which is the DiSC Profile. The D stands for ... it's an acronym. The stands for the Dominant. I is Inspirational I think. S is steadiness, like how things don't really throw them off. Then, C is Conscientious, so that's the detail person.

On the DiSC Profile I am a high D, but super high I. I am a people person, okay? I do have a strong personality, but I am a off the charts I. I am a super duper people person, I'm an empath, and love people. Then, my S kind of comes down and matches probably at the level of my D, maybe a little bit lower. My steadiness, like my husband is high S. He is so even keeled, and he is like the buffer for everybody. For me, my S goes down. And, my C, my detail orientated-ness is kind of super lower, which used to drive my boss nuts, my old boss, because his C was like way off the charts, like up in outer space off the charts. I was completely opposite.

Again, for someone like me who has super high I, high D, super high I, I wouldn't want to be stuck in an office all day working on spreadsheets, and not interacting with customers, or whatever. That's the DiSC Profile.

Then, the fourth one is Myers Briggs. This is something I was actually introduced to two years ago from one of my mentors. Same kind of thing, it really digs into are you more of a thinker, or are you more of a feeler, okay? Do you think things ... are you a super thinker like a scientist, or are you more of a feeler where you go with your gut? Are you more, again, more detailed, or are you somebody who is definitely

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more out of the box thinking, creative, okay? Are you an introvert, do you draw your energy off of being around tons of people, or do you need that alone time, okay? To reflect, and kind of come back to centered.

Four different types of programs that you can get and use in your company, to really figure out those soft skills of a person, and how they would relate to the position that you are looking to fill. Again, there are many, many other things that we take into account when you are hiring people, but the biggest thing is, when you're looking for someone and you're interviewing them, not solely going on skill. Because, skill, you can always teach. Especially if you have someone who is a self starter, who loves to figure stuff out, who loves to handle multiple projects. Somebody like that, I mean you can pretty much teach them anything.

So, looking at those things and seeing if how their ... what's important to them also aligns with what's important to the business, and what those core values are in the business. And, using some of these tests, I mean when we used to use the DiSC Profile in our business, we used to ... it was a really great management tool, and we did it before the person was hired. Like, when we were in the interview process and it was somebody that we wanted to bring back, and have them meet with upper level management. We would have them take the DiSC Profile, and kind of just take a look at it to see, "Okay, this is the role that we were looking for them for, and this is how we think ..." Like things that we think would be really, really good. But, also from a management perspective, "These are things that we might have to work on with them," okay?

It's a really good. Management tool, especially you hire the person, they come on, and then it helps them the more you understand it as a manager, as a leader in the business. You can also help them to overcome and work on the things that they need to work on, but to also overcome things to help them rise to their highest potential.

Going back to my story about my client, what we did is we actually went back and detailed this out and said, "Okay, you are not just hiring just any old servers in this business because you've created this amazing, unique experience. You definitely want someone who really wants to learn. Not just about the food on the menu, but about the experience, about the culture, about the background of the business, why it was started, and then understand what goes into each dish, and why things are the way that they are."

We went through, and again re-detailed out the values, and got really super clear on the values of the business, and the purpose of the business, and what the goal was for this particular role. And, kind of what type of person were we looking for. What soft skills did we need that person to have? If someone is super introverted and would rather work on spreadsheets all day, I mean obviously they would not be happy in a waitressing role. Or, as we like to call it, a customer experience manager, whatever we called it, role. Where, they are with the public all the time, and handling multiple things, and thinking on their feet constantly. If they were interviewing somebody who was much more geared towards detail oriented, project task stuff, and really heavy duty numbers, and whatever. We potentially would move them into a different role.

Anyway, we went back and we redefined what the goal was, what the core values were. And yeah, what skills they would need, and what you could teach to them. It's so funny because all of a sudden the right people started showing up in their interviews. They ended up hiring, because they switched their

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perspective and the lens that they were looking at, and opened it up to a wider variety of soft skills. But, also some hard skills, some soft skills. And, were able to find some pretty amazing people to work in the business that didn't necessarily have serving experience, but now they're amazing servers.

If you can look at it more from what is the goal that you're looking to achieve by filling a particular role, and how that relates to the ultimate vision of the business. But, then also the core values of the business, and the core values that you want your employees to have so that everything is in alignment, and everything can just be in, totally in the flow. And, you can create a better experience for the employees, for the customers, for the community, for everybody, that really, really stands apart.

Hopefully this helped you. It is a topic I love talking about, and all these ... seeing how different personalities fit together, and how you can look at people, and what their strengths are, and the things that they're passionate about, and really help them to rise to their highest level. Their absolute highest level, their absolute highest selves within the role that they have in your organization and your business. Anyway, I hope this helped you. Until next time, I look forward to talking to you next week and beyond. I hope you are doing well, and amazing, and I will talk to you soon.