

Additional notes and links to source material

SLIDE 2

Why do people do what they do?

Values and design drive behavior

Values are the **guiding principles** that have a great impact on a person's behavior, judgments, and, most importantly, the decision-making ability.

SLIDE 3

"We are driven by thoughts and beliefs, and this is the greatest predictor of how someone will move in his or her career path," said David Naylor, executive vice president for global learning and development with the training and development consultancy 2logical, based in Rochester, N.Y.

And, Naylor said, a candidate's beliefs and values will drive his behavior.

According to **David Naylor**- CEO of Global Learning and Development, **value-based recruitment serves as a new dimension in the recruitment process**. As the candidate's values and beliefs drive his/her behavior, they are considered as vital components in his/her recruitment.

When a newly hired employee's culture preferences align with the work environment of a company, he/she not only feels happy in the new role but also gives the best performance.

You can't create a thriving culture without focusing on values. <https://www.crowdstaffing.com/blog/values-based-hiring-equals-cultural-fit>

"Put another way," Myatt wrote, "if you can't trust someone to do the right thing, it doesn't matter how likable, passionate or talented they are... A values based approach to hiring increases performance, enhances collaboration, reduces turnover, improves morale, and creates a stable culture. <https://www.crowdstaffing.com/blog/values-based-hiring-equals-cultural-fit>

Generally, there is a great difference or distinction between the values an individual ascribes to him/herself from the principles he/she practices. In other words, no matter how professional, dedicated, or determined one considers him/her self, the true personal or work values are demonstrated through the actions.

It is worth mentioning that all organizations and companies have intrinsic values that reflect in their functions. But these values are often not explicit in many organizations, which may be the problem for the new candidates in adapting to a new environment.

Simply put, prioritizing core values throughout the recruitment process is **tremendously advantageous when it is about finding a candidate** who is the right fit for your brand. When companies focus on the core values in daily work life, all members of the teamwork with the same consistency and aspirations.

SLIDE 7

The benefits of value-based recruitment or efficient recruitment plans are not confined to just bringing every employee on the same page. The approach or strategy of value-based recruitment offers many other benefits to the organizations. Let us go through a few of them.

- Positive Progressive & Healthy work environment
- Improved productivity: Association for Talent Dev - 94% of employees are 2-4x more likely to produce more for the organization if they love their workplace
- Better staff morale
- Decreased turnover
- Stronger engagement and sustainability
- 76% of employees who love their workplace report that their organization lives the values and ethics it espouses.

A bad hire can cost up to 30% of the employee's potential first-year earnings. US Dept. of Labor

People are hired for their skills and fired for their behavior

Values as a culture shaper

Role and importance of values in the non-profit world

The leader's values are the most important values

ID your values and the behaviors that define those values.

Breakout to discuss values

<https://www.retorio.com/blog/values-based-recruitment-plan#:~:text=What%20is%20Value%2DBased%20Recruitment,set%20of%20skills%20and%20values.>

SET UP PART 2

value-based recruitment is an excellent approach to finding potential candidates who can match the values of an organization. However, it is a long and comprehensive process and includes specific steps and phases to implement and get successful outcomes.

To create an effective value-based recruitment plan, you need to find out the values important to your organization. These values must drive the behaviors and actions of your organization. Thus, the given recruitment plan can help you implement the value-based recruitment plan efficiently.

<https://harver.com/blog/values-based-recruitment/>

Values should be present at every stage of the recruitment and hiring process.

As a nod to their esteemed place in our company culture, our core values are painted prominently on one of our office walls:

Take Initiative: Be proactive, challenge each other, take risks and adapt.

Be Passionate: Care about your work and take pride in what you do.

Have Fun: Create a positive work space and build strong relationships.

Value Teamwork: Approach problems with a "we over me" mentality.

Ensure Growth: Learn and evolve personally, professionally, as a team and as a firm.

1. Values mapping

Your first step in building a values based recruitment plan is to map out what beliefs and standards are important to your business.

For some organizations, this will be rather easy—especially if you already have your company values established. However, you want to think about how those values translate into everyday behaviors and actions on the job.

Think about the different values that go into your organization, including individual values, societal values, brand values, and organizational values. Be sure to address the company as a whole, as well as the employees within it.

(Assoc. for Talent Dev.)

2. Job adverts

When recruiting based on values, you want to be sure that those values are appearing in job adverts and postings, as well as on your [career page](#). Infusing the values you've just identified in each and every job posting can ensure you're attracting the right audience from the very beginning.

However, just listing the values or beliefs that are important to your brand isn't really enough.

You want it to be clear that your values are more than just something that sounds nice. It should be clear how those values will translate into the job itself.

For example, if you establish respect and positivity as two of your core values, these should appear in *all* of your job adverts—regardless of job title or department.

While how those values would appear in the job roles might look different, applying the same values across job adverts can ensure you're truly building a work environment centered around what is most important to you.

You also want to be sure your job adverts are inclusive for all groups of people. By ensuring you're reaching all qualified candidates, you can attract individuals who are compatible with your company values, ultimately hiring higher quality employees.

Promote your values in job postings. Companies that emphasize their core values over job requirements hire exceptional talent. By stating your values upfront, you send a clear message to candidates about the brand, the culture, the work, the mission and their importance as a team member. More crucially, postings of this nature organically attract the best suited people to your organization while weeding out those with incompatible values.

Include behavioral questions in your application. Obviously, the best applications are simple and direct. They cover the essentials: work experience, qualifications, references, education and so forth. Many applications, however, also contain a lot of convoluted questions designed to test the aptitude of prospects. A better approach is to use behavioral questions that assess the skills, adaptability and values-based tendencies of candidates.

An example would be to ask applicants about a previous project or work situation, and how they handled it. Past behavior and performance are more solid indicators of growth potential and future results than nitpicking titles, keywords, industries served or universities attended. As candidates provide answers to these scenarios, you can intelligently determine the following:

- Proof of the functional, technical and people skills ideally needed for the position
- Work ethic and passion -- a visible level of excitement, drive and commitment to excellence
- Integrity -- striving to be fair and just
- Accountability for decisions, results and honoring obligations
- A sincere desire to support customers and colleagues
- Creative and innovate approaches to problem solving or recommending new ideas
- Ability to stay organized and adhere to the best practices for managing processes

3. Pre-employment assessments

Pre-employment assessments are tools or methods of evaluating job candidates. They can include hard skill tests, work sample tests, interviews, cultural, behavioral, or cognitive tests, and personality tests. In other words, pre-employment assessments are any measures you take to get to know your candidates a bit better, usually at the beginning of the recruitment process.

- Cognitive ability testing. Cognitive ability tests, including puzzles or brain games, assesses the levels at which a candidate learns. This includes solving problems and understanding instructions. Cognitive ability tests are particularly useful for measuring values related to problem-solving or reasoning.
- Personality questionnaires. Personality questionnaires allow applicants to measure how strongly they disagree or agree with certain statements. This is great for evaluating six major dimensions of personality, including honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience.
- Situational judgement tests. Situational judgement tests use text, videos, images, and questions to create lifelike scenarios where applicants can respond according to how they would react on the job. This provides insight into how a candidate might perform when on the job and also shows the candidates the realities of the job they are applying for.

4. Values-based interview techniques

For example, if you're looking for an employee who values personal drive and self-motivation, you might ask your applicants to describe a time they had to really stretch themselves at work. If service is a key value, you could ask for examples of instances where they went above and beyond for a customer, and how they knew the customer was satisfied.

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/values-based-hiring-culture-fit.aspx>

- Has the candidate shown a propensity to take ownership?
- Does the candidate believe in his or her own adaptability?
- Can the candidate navigate adversity?
- Does the candidate believe that he or she can set and achieve goals?
- Does the candidate believe that he or she can overcome fears?

“Employers who incorporate culture into the hiring process can expect more responses and better retention up to a year after the date of hire,” he said. “Clearly, values and cultural fit have an impact on talent acquisition and talent management that lasts far beyond the hiring process.”

David Naylor added that turnover due to poor alignment of culture or values “is very costly and has lots of downstream effects; the [hiring managers] themselves become burned out.”

Words of Caution

Both men were in agreement that the biggest risk to effective values-based hiring is when recruiters and hiring managers make assumptions. “You may assume that a candidate who has jumped around doesn’t value loyalty, but unless you talk to them, you may miss out on important circumstantial information,” said Ryan Naylor.

SLIDE CREATE AN EXPERIENCE:

Lencioni Advantage Bermuda Shorts.

Synek: Japanese co.

“A lot of our job candidates are from out of town, and we’ll pick them up from the airport in a Zappos shuttle, give them a tour, and then they’ll spend the rest of the day interviewing. At the end of the day of interviews, the recruiter will circle back to the shuttle driver and ask how he or she was treated. It doesn’t matter how well the day of interviews went, if our shuttle driver wasn’t treated well, then we won’t hire that person.”

The social test involves putting job candidates in a more relaxed, social setting with some of their potential colleagues and giving them a chance to engage informally. With the spotlight off them, this is an excellent chance to watch how someone handles themselves. Do they jump into new situations? Are they friendly? Do they take the time to really listen and learn about others?

The “nice guy test” takes it a step further, as Zappos CEO Tony Hsieh

We observe candidates undertaking unique and often quirky challenges, and interacting with each other. Candidates act out scenarios that show us whether or not they exhibit our core values — open and courageous communication, risk-taking, speed, quality, teamwork, and thriving in change. To test for risk-taking, for example, candidates role-play how they would deal with a situation in which one colleague has been called out of town and needs a less-experienced coworker to take his or her place in an important presentation. We also engage candidates in a “raw-egg drop exercise,” in which they work in teams to design a travel vessel for the egg (using only straws and tape), develop a marketing presentation to “sell” the trip the designed vessel will take the egg on, and then drop the vessel from about 10 feet. From this exercise, we’re able to quickly learn which candidates exhibit leadership and teamwork qualities, which ones perform well in unusual situations, and which have done their background research on the company.

Switching to a values-based hiring model might involve some work – and some deep thinking – in the short term. But the long-term impact makes it worthwhile. Define your values, and then make sure everyone you hire not only understands them, but lives them.

SLIDE: JOB POSTING

Naylor. “When they include information about organizational culture, mission and values, the number of applicants dramatically increases.”

He added that the quality of candidates will be better since they should be able to determine whether they share your organizational values or not. In short, incorporating values into your hiring process can help

improve many different aspects of talent acquisition—branding, sourcing, screening, onboarding and beyond.

<https://www.crowdstaffing.com/blog/values-based-hiring-equals-cultural-fit>

Create a decision-making committee or hiring team. As a group, work out a series of values-based questions to ask all candidates. Your goal is to develop a consistent set of effective questions with a universal format. By constructing interviews in this fashion, you weed out any biases by individual hiring managers, ensure complete alignment with the shared values of the company, and maintain ongoing organizational health.

<https://hiring.monster.com/resources/recruiting-strategies/talent-acquisition/value-based-hiring-process/>
<https://www.inc.com/entrepreneurs-organization/a-labor-of-love-how-to-craft-your-companys-core-values.html>

One of my go-to interview questions is: "Describe an experience in your last role where you took initiative and created or implemented a process."

I like that question because it provides insights that resonate with our company's core value of taking initiative. This has the dual benefit of giving us the opportunity to share our values while determining whether the applicant personifies them or has the potential to do so. We're a proactive group, so in every interview, we tie questions back to our core values. And it goes even further than that: In our company, we tie our core values to pretty much everything.

<https://hiring.workopolis.com/article/hiring-for-fit-use-this-one-interview-technique-to-do-it-right/>

Take Zappos, for example. The online retailer [is big on values](#), and it shows in their hiring practices. Interviews aren't limited to the traditional 30- to 60-minute sit-down. Instead, potential employees are also put through "the social test" and "the nice guy test."

[explained to the Wall Street Journal:](#)

<https://hbr.org/2011/01/how-my-company-hires-for-cultu>

<https://pierpoint.com/blog/company-values/>

<https://pos.toasttab.com/blog/on-the-line/how-to-write-restaurant-job-descriptions-around-values>
(Excellent example of values-based job description)

For Interview Questions

<https://www.indeed.com/career-advice/interviewing/value-based-questions>

<https://www.topechelon.com/blog/value-based-interview-questions-recruitment/>

<https://www.beapplied.com/post/values-based-recruitment-the-ultimate-guide>