

# Three Common Traps to Avoid When Hiring Talent

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In my last blog, I looked at best practices to look for when selecting talent. Today, as part of our three-part series offering advice on hiring talent, I'll suggest three common traps to avoid.



your people. your culture. your partner.

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## TRAP 1 Don't over-emphasize gaps from the previous person in the role

This is critical when the person exiting the role is doing so because it wasn't a good fit. In this situation, there is a desire to make sure the new person has a skill that was missing or does not repeat the ineffective activities. It is only natural to heighten that select performance trait to where it may become overly weighted in the selection process.

However, you want to ensure it does not overshadow other essential factors. To guard against that, deliberately have the conversation about key competencies with your hiring team and make sure you're all in agreement on tradeoffs you're willing to make. Be aware and do all you can to avoid over-correcting.

## TRAP 2 Don't force a culture change through your new hire

When the opportunity to bring new talent to the team arises, it's natural to look at this as an enabler to drive culture change and bring fresh, new approaches to the team. But one person – and a new one at that – cannot change deep rooted cultural norms. For example, a collaborative person dropped into a culture driven by command and control may look

indecisive and will be set up to fail. If you want to move the needle on culture, do an honest assessment on where your culture is today and how far you can stretch it until your new hire will be rejected. Because company culture only has so much elasticity – culture elasticity.

## TRAP 3 Don't depend on one data source

One of your most trusted colleagues enthusiastically recommends someone for the role on your team. It would be easy to jump at the opportunity without doing your due diligence simply because you like and your trust your colleague who is also a high performer. Referrals are a great resource, stay true

to your hiring process. Gather data from more than one source to balance out any potential biases. Check references. Give weight to your hiring team. Make sure you consider all factors and it's a good fit for the role.

### It's worth repeating: Process, process, process

The hiring process provides a tremendous opportunity. Stay disciplined. Be thoughtful. Be thorough. If you set and follow your process, you will find the right fit for your team and it'll be a win-win for everyone.

*This article is part 2 of a 3-part series.*