

FROM THE VAULT: Staffing Systems

3 CRITICAL STAFFING PRINCIPLES THAT LIBERATE YOUR ORGANIZATION

1. Your System Should Help You Identify and Hire the Best Person for the Job

- It's easy to rush to interview people because you need to fill a role, but the interview process is only one part of a broader system.
- Create clear job descriptions that go beyond what people are going to *do* and actually address what they'll be *responsible for*.
- Ask, "What have you done in the past?" to help you match up people's skillsets and passions to a specific job responsibility.
- Conduct multiple interviews and include people outside of your department who see and hear things differently.
- Choose testing tools like RightPath, StrengthsFinder, Wonderlic, Myers-Briggs, etc. and be consistent. This builds organizational benchmarks—when someone scores a certain way, you'll know what kind of role they're suited for.

2. Your System Should Provide Flexibility to Get the Right People to the Table

- When making key decisions, the org chart is not your friend. Great decisions require flexible access to people with relevant insight, regardless of their position on the org chart.
- Gain strategic visibility by including the people closest to the action in the environment where you're making decisions.
- Invite new voices to meetings to change the dynamic of the conversation, and rotate leadership roles intentionally.
- Leaders should create their own "for me" meetings to stay informed and empowered.

3. Your System Should Ensure Only One Person Answers to "They"

- Employees should never feel like they answer to a mysterious "they."
- Only one person (e.g., CEO) should answer to "they" (e.g., the board).
- Leaders must own and communicate decisions, rather than blame-shifting, so employees understand they're the one taking responsibility for the future of the organization.
- Even when decisions aren't personal, leaders should take ownership in front of their teams.