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The value of values for optimal recruiting

Complete



When recruiting, values data can be a great indication of cultural fit for a role, and for an organisation. It can also predict some elements of potential. All of which provide helpful areas for exploration in a behavioural interview.

Recipe for recruiting

Knowing whether someone is going to be good cultural fit can be a challenge. It's not always easy to tell from an interview whether someone is likely to be a 'natural' fit for your organisation, or will be someone who challenges the cultural norm. When combined with competency and behavioural data, insights about values can be an incredibly helpful contributor to an overall hiring decision. This article outlines the key steps to using values data in successful recruitment.

STEP 1. Define role requirements

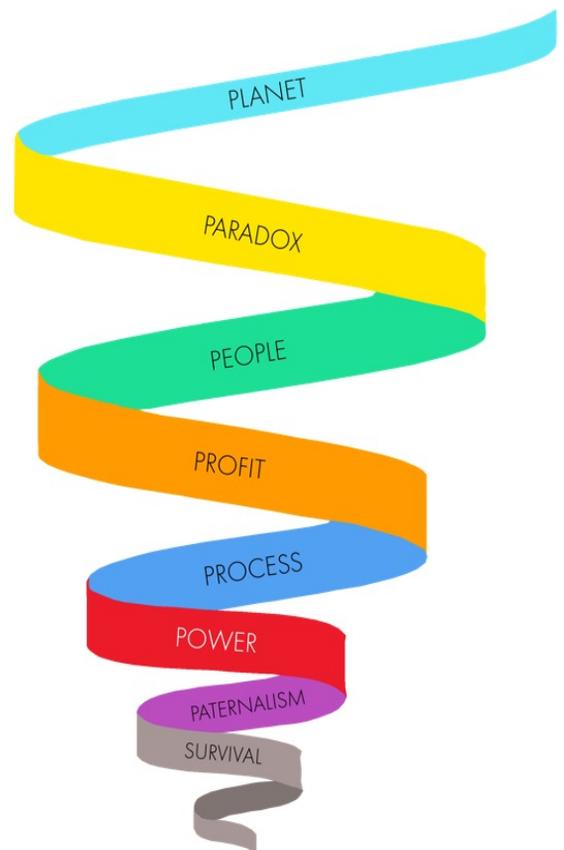
Firstly define the role requirements in terms of strategic, operational and people elements and consider which value systems maps best to those elements. For example, if you need a vision and innovation focus in a complex market then you'll be looking for someone who show up on the Complete Values Profile as largely Yellow for Strategic Approach. If you need someone who has a preference for stakeholder management and establishing internal and external partnerships then you'll want to look for Orange or Green strengths for Management Style. See Figure 1 for an example of this mapping of values to role requirements.

STEP 2. Review values profile data

Review the candidates' values profiles so you can clearly see where their strengths are challenges are. Pulling from the main report can help this – see below. Remember a strong profile in the value systems that are desirable could still come with some watchouts if those value systems are overplayed. For example, a Blue process-focused person could become inflexible. Such watchouts are usually indicated by higher scores of 30 plus.

STEP 3. Set your interview focus

The values data will highlight the top strengths of the candidate and the areas most in need of development. This may be enough insight to help inform the interview process and specific questions. You could also go further and consider some other factors and how important they are – see example.





Using values for recruiting – a practical example

The following figure provides an example of the mapping of critical requirements of the role with the associated desirable commercial values.

Figure 1: Mapping role requirements to commercial values

Dimensions of the Role	Desirable Commercial Values
Strategic: Vision and innovation focus. Strong intellect. Strong financial acumen and experienced in managing the investor community.	Yellow/Orange for Strategy
Operational: Strong commercial acumen and customer focus. Structured and process driven leader. Results orientation.	Orange/Blue for Implementation
People: Attract, build and retain talent, building high performing teams/organisations and maintaining a culture of collaboration and teamwork that fosters open communication, constructive conflict and organisational agility.	Green/Orange/Yellow for Management style
Personal: High energy levels, commitment, drive and pragmatism, personal resilience and dynamism. Outstanding people skills.	Red/Orange/Green for Overall

Figure two shows the results of the Complete Values Profile for a candidate being considered for the role in Figure 1.

Figure 2: Candidate XYZ's Complete Values Profile summary

Values	P	R	B	O	G	Y	T	Insights
Overall	5	19	12	32	8	12	7	XYZ primary focus is growing the business. He is professional, rational and pragmatic. He is self-sufficient and opportunistic. One of his great strengths is his desire to win. He is straight-talking and focused. His style is ideally suited to an operational role in a strong competitive market.
Commercial: Strategic approach	5	5	16	44	5	11	11	XYZ likes to come up with workable strategies that are deliverable. He likes to make sure any strategy has the appropriate metrics to track progress and he will add real value to strategic conversations by testing
Commercial: Implementation	0	13	19	44	5	11	5	XYZ is an extremely strong implementer. He can balance principle and pragmatism in service of the outcome and to achieve competitive advantage. He likes to prepare properly and test his options so he can get to the real truth of the issue.
Commercial: Management style	0	36	5	36	16	0	5	XYZ believes in identifying the best person for any job and giving them the freedom to succeed. He is an advocate of healthy competition and may promote this within a team. He clarifies the goals, targets and expectations and sees the delivery of results as the most important metric of career success.
Personal: Qualities	8	16	11	27	11	19	5	XYZ enjoys it when his ideas become a reality. He likes to connect different ideas together and architect something that simply did not exist before. He is often highly skilled in what he is interested in, having developed a real expertise in his relentless pursuit of excellence.
Personal: Motivation	13	25	11	11	5	22	11	XYZ wants to make a significant difference, push the boundaries and be at the cutting edge. He believes that to succeed it is sometimes necessary to ruffle a few feathers, cutting through needs powerful action. He is motivated to lead from the front and has the courage to take responsibility and make things happen when others may be uncertain.
Move Away	13	25	19	8	11	16	5	XYZ dislikes the aggressive, controlling side of the red value system since such people often dominate conversations. He dislikes the overly fussy, nit-picking nature of the blue value system since such people often derail conversations. He dislikes people who seem to be more interested in ideas rather than action
Move Towards	13	11	13	27	5	13	13	XYZ likes the very strong commercial focus and competitive spirit that the orange value system brings and sees them as extremely useful for setting performance standards. He likes people who operate from the turquoise value system, who are mission driven and believe in doing things for the greater good. He likes people who operate from the yellow value system, they are strategic thinkers who have an abundance of ideas and are prepared to take risks



The conclusions and insights from the Complete Values Profile and role requirement mapping process are outlined in Figure 3. There are clear insights that will inform the interview content.

Figure 3: The conclusions that inform the interview

Top three **strengths**

1. XYZ primary focus is growing the business. One of his great strengths is his desire to win. He is straight-talking and focused. He prefers to build a strategy that works and delivers achievable financial returns within a time frame
2. XYZ very strong orange means he is an extremely strong implementer who will be focused on adapting business strategy to suit the market.
3. XYZ will drive performance with energy and clarity. He will provide clear goals and targets and promote healthy competition in the pursuit of business results. XYZ is often highly skilled in what he is interested in, having developed a real expertise in his relentless pursuit of excellence.

Top three **development areas**

1. XYZ may be too incremental in his thinking and filter ideas only through the lens of their financial implications. XYZ needs to develop the ability to include a wider range of ideas from other stakeholders, particularly from those who think differently, rather than think only one idea can win.
2. People may think he is too independent and not interested in relationships or social interaction. In his search for excellence he may be over competitive and fail to develop others or pay insufficient attention to culture and values (low green)
3. He can be so pragmatic and focused on the here and now that he may miss the larger or longer term context (low turquoise in implementation)

The decision of who to appoint to the role of CEO needs to consider a number of different factors:

1. What they personally offer the business and how they would lead the business in the short and medium term.
2. How they would run the leadership team and their ability to unlock the capability of others.
3. The Board's ambition for the business over the next 3-5 years, and who would drive the strategy more effectively.
4. The risk of leaving the business if they are unsuccessful.

XYZ is a very strong candidate from a values profile perspective. XYZ is **extremely strong commercially** with **very strong operational qualities**. If he can embrace the talents of others effectively he could be outstanding.

Examining what motivates a person both commercially and personally provides an insight into how authentically they may show up. Are their values at work and at home similar or hugely different? Do they feel that they have to become a different person at work? Answers to these questions can be hugely helpful in understanding if they are a 'natural fit' or are having to work hard to fit the existing culture. A good interview can explore such potential challenges.

In conclusion, when combined with competency and behavioural data, insights about values can offer incredibly powerful insights to aid hiring decisions.

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