

# Broad Reach Strategies

## “It Matters What Matters”

**Passion is a crucial difference between average colleagues and great ones.** If you want more leverage from your hiring process, hire people who are already personally invested in your organization’s goals.

**Fortunately, this aspect can be measured objectively.** For example, one tool, the TriMetrix® assessment, indicates the relative importance to a person of each of six values postures. To elicit genuine passion and extraordinary commitment, involve the person in one of his or her top two values. Here are the six...

**Theoretical** – The drive to discover truth and knowledge. (“Give me a logic problem; I’ll give you clarity of thought.”)

**Utilitarian** – The drive to gain a return on investment of time, talent and resources. (“More, bigger, better is good!”)

**Individualistic (Political)** – The drive to gain power; an inherent desire to lead and control the destiny of self and others. (“I really like doing things my way. So let’s make me the boss.”)

**Aesthetic** – A passion for harmony, beauty and balance; a drive for self-realization and self-actualization. (“No need to analyze things to death: Trust your instincts and you’ll just ‘know’ when things are right.”)

**Social** – A passion for promoting and contributing to others’ well being. (“I live to serve.”)

**Traditional** – A commitment to a solid set of principles to guide one’s life. (“The rules matter to me...and they should to you.”)

**Here is an example of how this information can be pivotal in a hiring decision.** A large city was hiring a new Parks Director and the selection committee was comparing two well-qualified finalists. They had determined that the department’s three main goals for the next couple years, listed in order of importance, were...

- “...provide more opportunities for less privileged citizens – e.g., more athletic and instructional programs for elderly citizens and at-risk youth.” (Social)
- “...find ways to do more with less. We need to cut expenses and find more cost-efficient ways to provide our services.” (Utilitarian)
- “...articulate and enforce good policies and practices throughout the department. Things have gotten a bit loose and it’s time to tighten them up.” (Traditional)

One of their finalist candidates listed “Social” and “Utilitarian” at the top. The other had them in last place. Both candidates were very qualified and could have “done the job,” but only one would find the organization’s current priorities to be personally satisfying and meaningful. In this case the choice was clear.

**Another example:** A company that operates in several Western states was looking for a new regional director for the state of California, and one candidate clearly stood out from the others. However, this candidate ranked “Individualistic” in first place. (In other words, “Just show me the boundaries and leave me alone.”) And alas, the last person left the position because the company’s CEO tended to micro-manage. The issue was not whether they could hire the right person, but whether they could they keep her. Doing so would require the CEO to examine and strengthen his own leadership style. “Is it worth that much to you?” (This turned out to be a success story, by the way.)

**Yes, it matters what matters to an employee.** Be informed, thoughtful, and intentional in your choices. The payoff is in developing a truly passionate and committed team.