



## **Recruiting new staff**

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Welcome to this seminar in the field of Staff development in The Business Coaching Programme. My name is Torgny Veibäck. I will share some thought about how to recruit new staff.

## Jesus recruiting staff

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For he and all who were with him were astonished at the catch of fish that they had taken, and so also were James and John, sons of Zebedee, who were partners with Simon. And Jesus said to Simon, "Do not be afraid; from now on you will be catching men." And when they had brought their boats to land, they left everything and followed him. (Luke 5:9-11)

**Ambition**

**Vision**

You remember the situation: The team of young fishermen has been fishing all night and got nothing. When coming Jesus stands at the shore and tell them to through the net once more and they get enormous amount of fish. They left everything and followed Jesus for a job without pay. It seems not to have been hard to convince them to take the job. How come? I see two reasons:

1 They wanted something more than money. They wanted to make a difference with their life. They had greater ambitions than go on fishing the rest of their life.

2 They might already have heard of Jesus as a very special person with great visions and spiritual power. They wanted to be part of Jesus project.

I think Jesus attitude when recruiting the disciples is interesting also for us when hiring new staff.

What does people think about you and your business? Is it a company where people do want to work because of they want to make a difference for people? Not just because you have good service for customer but that you have ambitions to be different in some way. Is your business a company with reputation of great leadership? A company where employees are treated in a righteous manner? A righteous company? Or why would people want to work with you?

# What to look for?

Basic  
need of  
skill

Job  
description

Education

Specific  
Skills

Job  
Experience

Look for the:

1 Personality

2 Work History

3 Work Ethic

**Education ≠ talent**

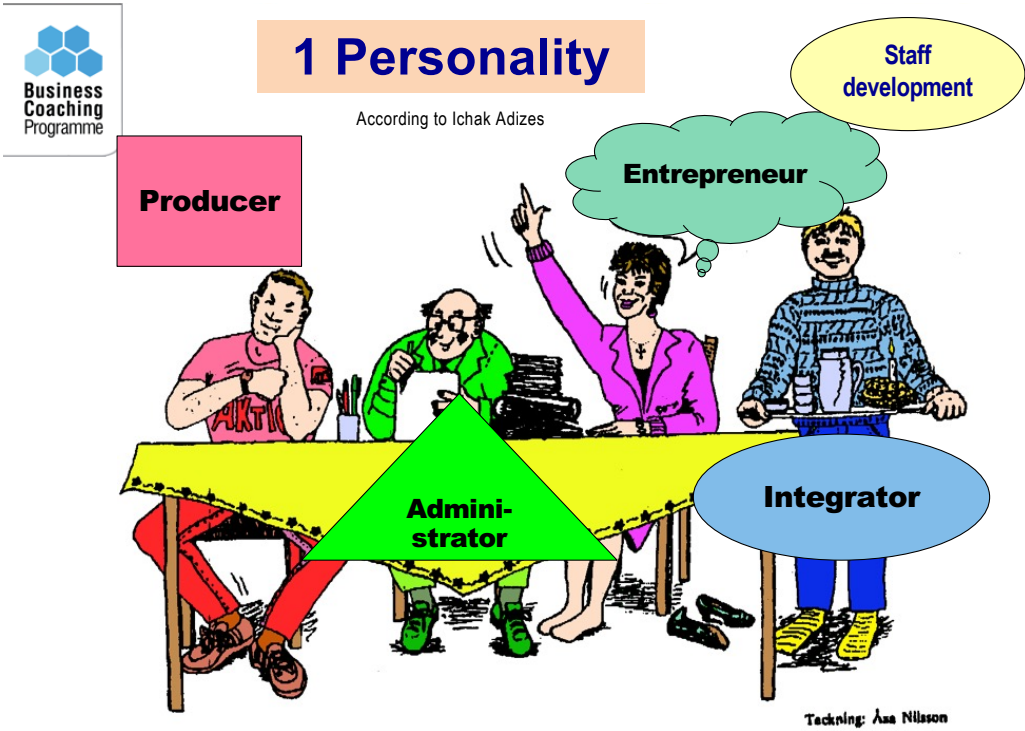
What do you look for when you need to recruit new staff? Of course it depends on what kind of resource and skill needed. Start with making a job description – making clear the basic need of skill for the job.

The normal kinds of qualifications you will look for are such as: Good Education, Specific Skills that is required for your business and Experience from similar jobs.

This is relevant especially in very advanced jobs where you need to have some specific knowledge or diploma. A programmer or administrator without experience of computers might be disastrous to employ. But remember that education is not the same as skill or talent.

You don't necessary need the top merited persons at all jobs. I have met a lot of well educated persons, academics or from others schools, but not able to perform effectively in practical work. High grades are more a measure of the ability to learn than of skill.

More important to search for is people with a positive attitude that will add a good spirit in your team. Mostly with a basic education and some experience most normal talented people are able to learn the skills needed for the job quite quickly. So look for: 1 A personality that fits in your work team. 2 A work history showing an attitude of willingness for work. 3 A positive Work ethic



We were talking about these four types of personalities in the **Teambuilding** seminar: The Producer, the Entrepreneur, the Administrator and the Integrator.

When recruiting people try to find out what kind of personality the person has. To make up a good work team the members ought to be complementary in their personalities. Especially important with your team of managers. And remember also: the managers mustn't be copies of yourself.

## 2 Work History

### References

**Ask about:**

- **Attitudes**
- **Personalities**
- **Work ethic**

### Interview

**Ask about:**

- **Feelings about former work**
- **Feelings about teamwork**
- **Ambitions for the future**

### **Listen after The attitude to work**

Explore the persons work history. How do you find out about peoples personalities and attitudes? Two ways are:

1 To take references: Talk to people at former workplaces. Managers but also other kind of staff they worked with may be useful. Especially persons who knows them and will tell you honestly. But beware! Their close friends doesn't work – they might have an angled view and just tell you their good sides.

2 Interview them and let themself tell about how they felt about working on the previous workplaces. Their voluntary work in church or in sports etc. And of their plans and ambitions for future. Remember to listen after their attitude to work. Not just their skills and professional experience.



## 3 Work Ethic

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### 1 Attendance

### 2 Positive attitude

### 3 Accept others

### 4 Appreciation for others

### 5 Honest, reliable

### 6 Ambition

### 7 Appearance

That is what you  
are looking for

- 1 Work ethics is not just about showing up on time, regularly.
- 2 It is the positive attitude towards work – that everything is possible, willing to work with others, following the rules.
- 3 To fit in they must be able to Accept others, also people with different background, religion and opinion.
- 4 Actually not just Acceptance but merely Appreciation for them they work with and for.
- 5 You want people who are accountable – do what they say they will do. Honest people.
- 6 People that have ambition, who want more than a just money. They want to become someone, they want to contribute to their families, church, Gods Kingdom on earth – people that want to makes a difference for others. That is what you are looking for.
- 7 If they also look nice – have a nice appearance make them more easy to accept for you, co-workers and customers. Do they fit in?

**Are there a Win – Win situation?  
Does any of the applying person has an  
extra need for getting the job?**

- Unemployed with a family to support
- Saved former drug user in need of job
- Other needs that an employment would help

You might also rethink once more of an other reason: Does any of the applying person has an extra need for getting the job? Are there a Win-Win situation: You get a god loyal employee and the person gets a much needed job.



## A test question

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**Would I agree if this person wanted to marry my daughter or son?**

**A person with excellent work ethic  
but less qualified  
might perhaps quickly learn the  
skills needed.**

I learned from a friend of mine – an experienced businessman running a family owned business. When you have made all interviews, he said, and selected the best person, then you may ask yourself: “Would I agree if this person wanted to marry my daughter or son?” Your business team is as precious as your family. If the person doesn’t fit in in the family it might not fit in the company either. The personality is so important in a work team.

A person with excellent work ethics but less qualified might quickly learn the skills needed.



## Jesus training the staff

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No longer do I call you servants, for the servant does not know what his master is doing; but I have called you friends, for all that I have heard from my Father I have made known to you. You did not choose me, but I chose you and appointed you that you should go and bear fruit and that your fruit should abide, so that whatever you ask the Father in my name, he may give it to you.  
(John 15:15-16)

- 1 Treat as friends – respect
- 2 Involve in the business
- 3 Help them grow – bear fruit
- 4 Trust in them

In the Jewish culture the hierarchy was strong. The disciples had strong respect to their master – Rabbi. They looked up to Jesus almost as to God. They were willing to serve him as servants. But he didn't treated them as friends.

Here is a lesson to learn for you when training your staff. You ought to:

- 1 Treat your employees as friends. Respect them as friends.
- 2 Involve them in the business, inform them about your visions and goals, the results and plans,
- 3 Help them grow and become successful in their tasks.
- 4 Trust in them as long as they are worthy trust, give them a second chance when things go wrong.

## Coaching questions

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- Which specific need of recruiting do you have just now?
- What are the basic need of skills for this job?
- How will you find suitable persons?
- How can you get reliable references about the interesting applying persons?
- How important is Personality, Work History and Work Ethic for you when recruiting?
- Are there any person you want to help to get a job? What kind of win-win solutions might there be?

Some coaching questions to discuss with your coach or think over yourself.  
Good Bless you in requiring the right persons.