



Hiring the Ideal Team Player

Office of Learning and Development,
Department of Financial Services

**Hungry,
Humble,
and Smart**





Who's Who? – Ice Breaker

What do you look for in team members?

NATIONAL BEST-SELLER

The IDEAL TEAM PLAYER

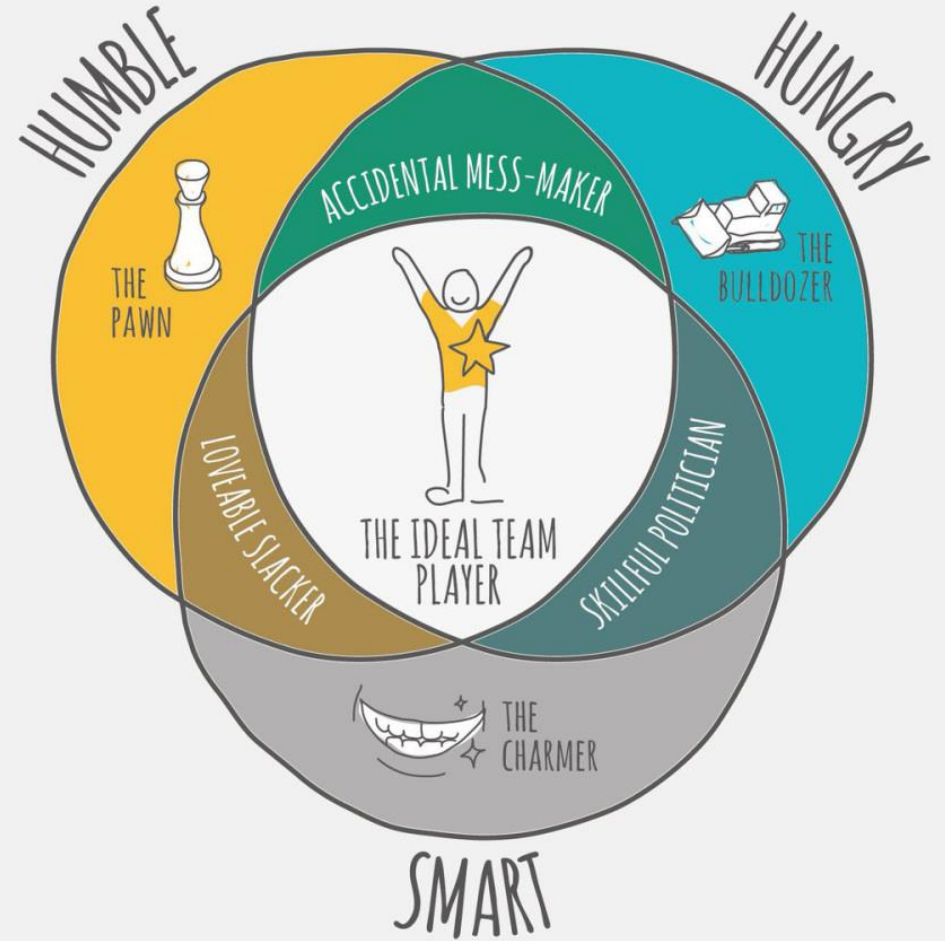
HOW TO RECOGNIZE AND CULTIVATE
THE THREE ESSENTIAL VIRTUES



A LEADERSHIP FABLE

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*



You can't teach someone to want to serve, to smile, or personality. But you can hire it, then teach product and culture.

You Can't Send a Duck to Eagle School



And Other Simple Truths of Leadership

Mac Anderson



What makes a good athlete?

- Speed
- Strength
- Coordination

But, does a good athlete = a good team member?



Objectives

- Define team player
- Determine our goal in hiring
- Discover the keys to finding the ideal team player
- Prepare appropriate interview questions



Team player:

The ability to not only work effectively with others,
but to **add value**.



Goals

- Unpretentious
- Unsophisticated
- We focused, not I focused
- Ego
- Attitude

Avoid:

- Lazy
- Negative
- Overbearing
- Clueless
- Inappropriate



Hungry, humble, smart

- The ideal candidate will be hungry enough to want to do more.
- Is comfortable in their skin without being arrogant.
 - Be weary of the humble bragger.
- Smart in terms of people, this is more than emotionally intelligent.



Humble

- Lacks:
 - Ego
 - Concern for status
 - Arrogance
- Defines success collaboratively
- Quick to point out contributions from others



Humble warnings

- Don't confuse with lack of self-confidence or lacking an understanding of their own self-worth.
- It's not just being generous or positive with others.



Hungry

- Looking for more
 - To do
 - To learn
 - Responsibility

Healthy hunger is manageable and sustainable.



Hungry Warnings

- This person can become too important, consuming the identity of the employee, and detrimental to the team.



Smart

- Ask questions
- Listen for the answer
- Hear the full meaning
- Stay engaged
- Good judgement
- Intuition about group dynamics
- Understand the impact of their words and actions



Smart warning

- This doesn't imply good intentions or ill will. Some of the most dangerous people are interpersonally smart.



The trifecta

- Little coaching needed
- Focus is mainly technical




Missing components

- More coaching
- Patience
- More time
- Some micro-managing

0/3



- Little chance of being a valuable member
- Requires a great deal of effort over long periods of time
- Rarely make it onto teams
- Life can be hard

| Humble | Hungry | Smart |
|--|---|--|
|  <p>Ineffective relationships</p> | <p>No concern for others</p> | <p>Entertaining and likeable</p> |
| <p>Can survive on large teams only, if harmony is the goal, not performance</p> | <p>Thrives if production is the sole focus, but can destroy teams quickly</p> | <p>Little interest in the long-term and tend to wear out their welcome</p> |
| <p>Team pawns</p> | <p>Bull dozer</p> | <p>The charmer</p> |
| <p>Little impact on performance</p> | <p>Easily identifiable</p> | <p>Contributions are negligible</p> |

| Hungry & Humble | Humble & Smart | Hungry & Smart |
|--|---|--|
| The accidental mess maker | The loveable slacker | Cleverly ambitious |
| Lack of understanding on how their words and actions effect others | Need significant oversight, people tend to avoid confronting them | Works hard, but to benefit themselves only |
| Means well, doesn't seek attention | Charming and positive | Leaves a path of destruction |



Warning

- They aren't always easy to spot
- Wrong labels can be dangerous
- Meant to develop teams, not to pigeon hole anyone



Group interviews

- Debrief after each interview as a team
- Shows how the interviewee handles multiple people



Nontraditional

- Bring in a diverse crowd
- Include a break
- Meet for coffee



Questions

- Ask the same question multiple ways
- Ask what others would say
 - People are more careful when speaking for others



Sincerity

- Let them know “Bad” behavior will be confronted
- Describe the culture of the office



Missing Humility

- Find the root cause
- Have them focus on complimenting others and admitting mistakes
 - Practice what they struggle with
- Model the desired behavior



Missing Hunger

- Connect on the importance of their job
- Help them see how their job fits into the company's mission
- Focus on team goals, not individual goals
- Encourage, remind, model



Missing Smart

- Basic training
 - Example: teaching an autistic person to socialize



Remember

Everything would be easy if it wasn't for people.



Remember

Your job is to look at the organization as it should be,
not as it is.



Remember

Quality is the Mother and we don't mess with momma.