



WOMEN BUSINESS LEADERS FORUM

DENVER, CO
BROWN PALACE HOTEL



JUNE 5-8 2017



ASPPA

Making Retirement Plans Work

Part of the American Retirement Association



THE C3 CONCEPT

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C1: CHARACTER describes the mental model used to determine one's actions. In organizations, it includes the cultural norms and values that guide decision-making.

C2: COMPETENCE describes the knowledge and ability needed to do something well, measured against a common standard. It is the ability to solve technical problems.

C3: CONSISTENCY is the ability to produce the same results over an extended period of time, which increases trust. This requires a culture of character and competence.

SYMPTOMS OF A BAD HIRE

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- Negative attitude.
- Does not work well with other members of the team.
- Reliability problems (lateness/availability).
- Missed deadlines/Not delivering.
- Lack of thoroughness/quality.
- Blames others for challenges.
- Changes in demeanor/appearance from the interview.
- Requires too much direction on an ongoing basis.

THE IMPACT OF A BAD HIRE

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- Morale/Momentum
- Time
- Financial Resources
- Reputation
- Lost Opportunity
- Legal Issues
- Peace of Mind

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Association of State Public Pension Administrators

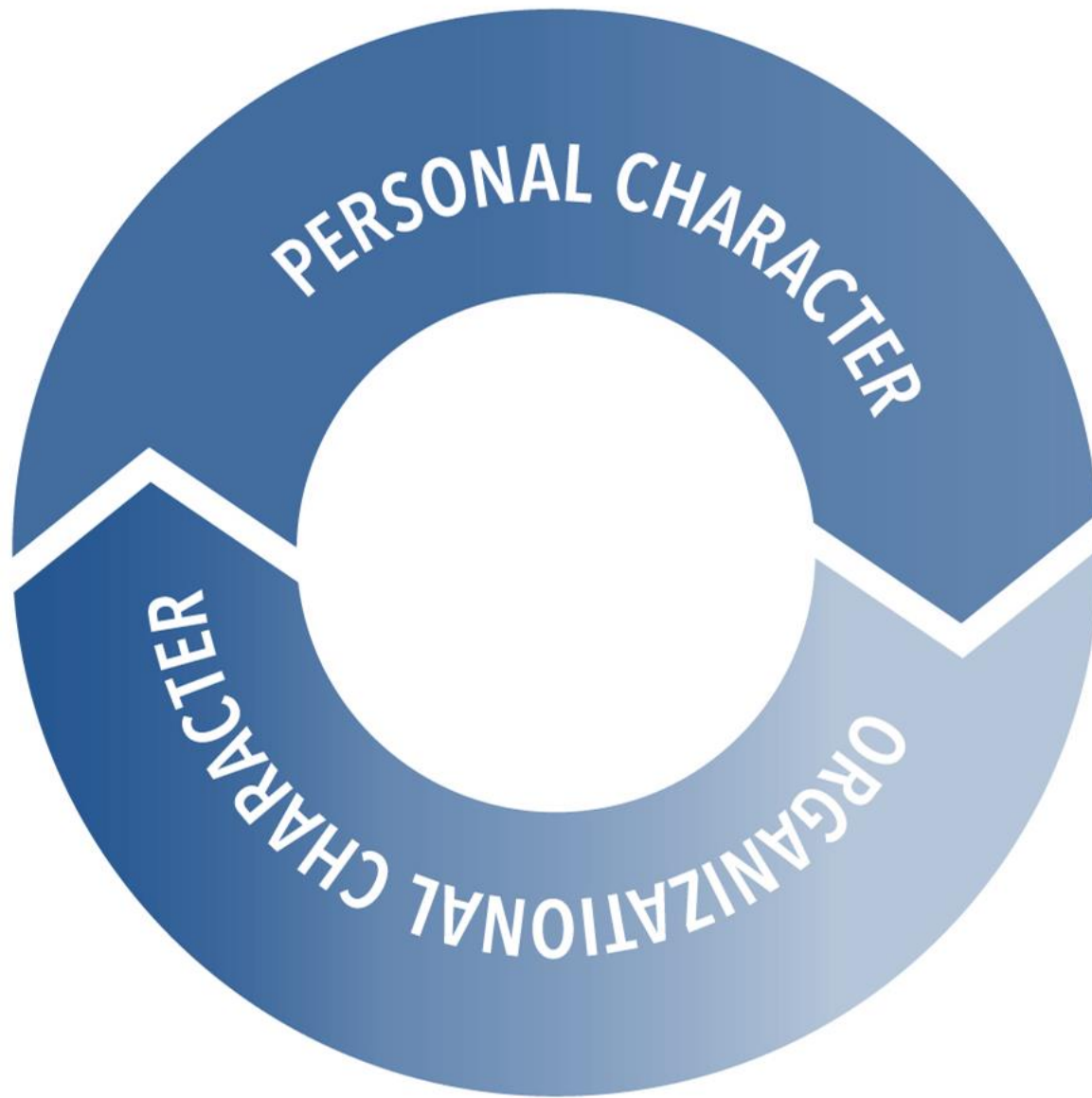
WHY WE MAKE BAD HIRES

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- **Compromise.** The employer settled in an attempt to solve an immediate problem.
- **Process.** The employer did not check references, lack of thoroughness, etc.
- **Unclear Communication.** The employer was not clear about expectations and goals.
- **Character/Competence.** The approach is imbalanced & relies too heavily on character or competence.
- **Deception.** The candidate is not who they claim to be.



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HIRING STRATEGY

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- Hiring for character and competence is a strategic decision that aligns the values of an organization with the values of those being hired to work.
 1. **CLARIFY** your organization's values and goals (continual and terminal).
 2. **COMMUNICATE** your values and goals to establish expectations.
 3. **COMMIT** to a hiring process that aligns with your values and goals.

YOUR CULTURAL AUDIT

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- What are your organization's values?
- What are your organization's goals (continual and terminal)?
- How are your values and goals communicated?

ALERTNESS	DEPENDABILITY	GRATEFULNESS	PUNCTUALITY
ATTENTIVENESS	DETERMINATION	HONESTY	RESILIENCE
AVAILABILITY	DILIGENCE	HUMILITY	RESPECT
CAUTIOUSNESS	DISCIPLINE	INITIATIVE	RESPONSIBILITY
COMPASSION	ENDURANCE	LOYALTY	SINCERITY
COOPERATION	ENTHUSIASM	ORDERLINESS	THOROUGHNESS
COURAGE	FLEXIBILITY	PATIENCE	TOLERANCE
CREATIVITY	FORGIVENESS	PERSUASIVENESS	TRUSTWORTHINESS
DECISIVENESS	GENEROSITY	POSITIVITY	WISDOM

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POSITION TITLE

**CHARACTER
QUALITIES**

POSITION TITLE

**CHARACTER
QUALITIES**

POSITION TITLE

**CHARACTER
QUALITIES**

COMPETENCIES

COMPETENCIES

COMPETENCIES

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START

STOP

CONTINUE

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Helping Government Spend Smarter
Part of the American Infrastructure Revolution