THE C3 CONCEPT
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
• 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
- Morale/Momentum
- Time
- Financial Resources
- Reputation
- Lost Opportunity
- Legal Issues
- Peace of Mind
WHY WE MAKE BAD HIRES
• **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.
HIRING STRATEGY
• 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
• What are your organization’s values?

• What are your organization’s goals (continual and terminal)?

• How are your values and goals communicated?
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**WOMEN BUSINESS LEADERS FORUM**

DENVER, CO BROWN PALACE HOTEL

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