

How I Hire: The Must-Haves, the Definitely-Should-Haves and the Game Changer

By Jack and Suzy Welch

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Hiring? What a great problem to have. It can only mean your organization is growing, which is terrific, or that you've got an existing position you can now fill with an even bigger dose of talent than before.

Either way, congratulations.

Why aren't you smiling?

Well, probably because you know from experience that hiring is about as hard to get right as it is critical to your company's success - which is to say, very.

Fortunately, hiring isn't a black box of gut and luck, although it can sometimes feel that way, like when your home-run candidate turns out to be a wash out by Day 30 on the job. Rather, hiring is a discipline which improves with time and practice. Or put more precisely, we've found that hiring improves with time and practice if you deploy a very specific (and truth be told, pretty unbending) qualifications check-list.

Hey, we didn't say hiring ever got easier.

That said, the check-list itself is short. It contains two flat-out must-haves, five qualities that are definitely-should-haves, and one very special quality that, while not exactly commonplace, is a total game-changer.

The must-haves, perhaps not surprisingly, are high integrity and high IQ, which barely need additional comment here, except to note that both are essential to any winning organization and neither can be trained into a person. Sheer convenience or a candidate's likeability may make you want to squint on this front. You just can't without doing a disservice to your organization.

As for the definitely-should-haves on our hiring check-list, we've long dubbed them "The Four Es and a P." The first E is **energy**. Today, probably more than ever, stamina matters. Every person you hire, no matter where the job falls on the org chart, should be filled with vitality and intensity, able to go the distance, not just on deadline or during a crisis, but day after day.

The ability to **energize** others comes next. After all, what good is high energy if it isn't making the team better? Look for candidates who exude positivity and stir others to action. Such dynamism is contagious.

To read the rest of this article, [click here](#).

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The generosity gene is an in-the-bones, personality-deep craving to help other people improve, grow, thrive and succeed. If you hire candidates who've got that running through their veins, amazing things will happen.

proven methodologies, immediately actionable practices, and respected credentials needed to win in the most demanding global business environments.

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