

Achieving Results

A Black Diamond Associates Publication

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When Hiring, Play For All The Marbles

What does the expression “playing for all the marbles” mean to you? Derived from a competitive children's game, the expression typically conjures up images of ongoing preparation and a fierce determination to win.

If you are a business owner or manager with one of the few job openings available in today's job market, then the term “playing for all the marbles” is significant to defining the success of your business. If you are an employer trying to fill a job vacancy, it means ongoing preparation and a fierce determination to hire the best possible talent available.

Today's economic climate of downsizing and bankruptcies has produced a job market with a lot of talented applicants available. The best employers already know that and are taking action. They prepare to recruit, interview and select new employees as if the life of the company or their career depends on it.

They realize that every time there is a reduction in force somewhere, there is the potential to get a Secretariat for the price of a very good show horse.

A client recently asked me to assist him in recruiting and screening prospective applicants for a human resources position. After a short meeting, I knew he was playing for all the marbles.

We wrote a classified ad that clearly defined the candidate as a generalist with supervisory or managerial skills and experience (in other words, weaklings need not apply). We profiled the position by determining the characteristics of the right candidate and how she or he would function in the company's environment.

The screening process consisted of converting 160 resumes into 12 telephone interviews, which resulted in seven on-site, one-on-one screening interviews. Three of those individuals were chosen to interview with the local management team.

The next step was not selecting the best of the three but determining

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Black Diamond
A s s o c i a t e s

Our goal is to help you achieve significant long-term results and to successfully address current needs. We accomplish this by developing a partnership with you in which you clearly identify the results desired and the obstacles that are preventing you from achieving those results. Black Diamond Associates helps you discover the way to unlock the door to success and achieve the things that are most important to you.

Black Diamond Associates helps you discover the way to address your challenges and to achieve results. Through proven processes, we work with organizations to:

- Develop strategic plans
- Create alignment between behavior and strategic objectives
- Produce positive, measurable behavior change in leaders, managers, and supervisors
- Accelerate sales to exceed quotas, shorten sales cycles and improve closing ratios
- Increase customer satisfaction and reduce customer problems
- Improve productivity by eliminating waste
- Turn ideas into focused action that get results

In short, we help you achieve improved results!

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Future Insights

Beware of empires. Guard against any manager building a bureaucratic dynasty that gets in your way of performance. Cross-train your people, enable them to work productively together across departmental or functional lines. Stay fluid and flexible.

Emphasize personal and professional growth.

Establish and maintain a learning environment. Use education, training, and development to help every worker become more competent, more confident. Link personal and corporate growth objectives to build the congruency that bonds people to your company. When people can meet their personal needs through their employment with you, they'll be more likely to stay.

Show appreciation.

Tomorrow's employees, like today's, are hungry for appreciation. Thank your people every day. Be sincere and specific. Train all your managers and supervisors to follow your example, consistently. Seek creative ways to show you care.

Get closer to your people.

Develop tighter relationships with your people. Share your visions, your dreams, your needs. Learn how your people feel about these issues, and other things that are important to them. Stimulate and support vigorous open communication.

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whether to make an offer or start the process all over again, indicating the employer's true commitment to excellence. As you prepare to fill your next vacancy, how will you recruit the right person? I urge you to prepare to play for all the marbles and be determined to win the best talent for your organization.

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*Patience and perseverance have a magical effect
before which difficulties disappear and
obstacles vanish*

John Quincy Adams

Words of Wisdom

Failure should be our teacher, not our undertaker. Failure is delay, not defeat. It is a temporary detour, not a dead end. Failure is something we can avoid only by saying nothing, doing nothing, and being nothing."

Dr. Denis Waitley

Why are there so many people who never miss an opportunity to miss an opportunity?

Unknown Author

To achieve more and better results, more resourcefulness is as important as more resources.

Dr. Tony Alessandra

If you wish to achieve worthwhile things in your personal and career life, you must become a worthwhile person in your own self-development.

Brian Tracy

Who Needs a Coach?

Most individuals and organizations benefit from working with a coach to help sharpen skills and overcome hurdles for improved performance.

Most coaching clients are pretty secure in who they are, but they want more - or they want something better, faster, or easier - with more effective results.

We work with you to apply your skills and knowledge to accomplish your goals. It's not knowledge that is power, it is applied knowledge!

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