

# Culture Isn't Grown in a Petri Dish: *Hiring the Right People for Your Culture*



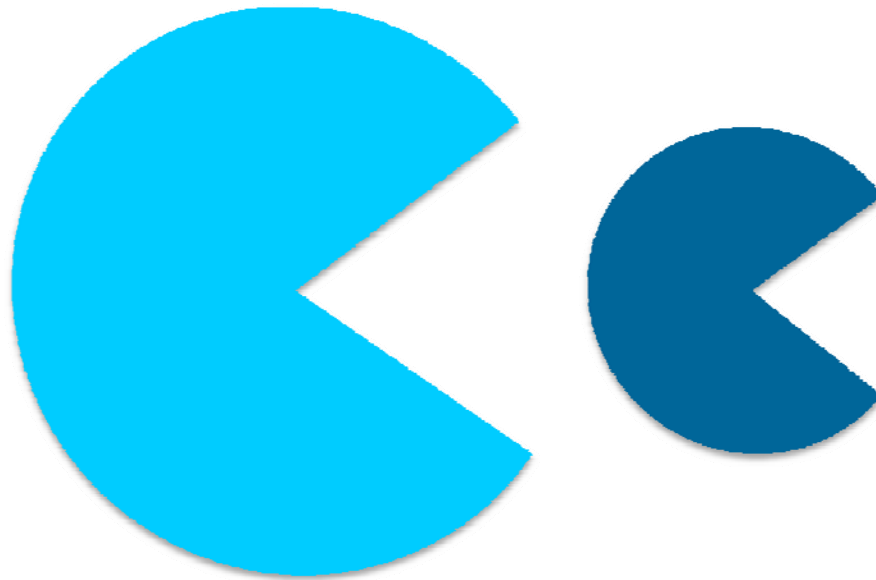
Presented by Amy Mills, CEO, Emancipet  
Austin, Texas

# Road Map

- Defining Culture
- Understanding Your Organization's Culture
- A Hiring Process Model
  - Preparation
  - Information Session
  - Interviewing for Values Alignment
  - Interviewing for Skills
- Corporate Culture Role Models
- Q&A

**“CULTURE EATS STRATEGY FOR BREAKFAST!”**

*- Peter Drucker*

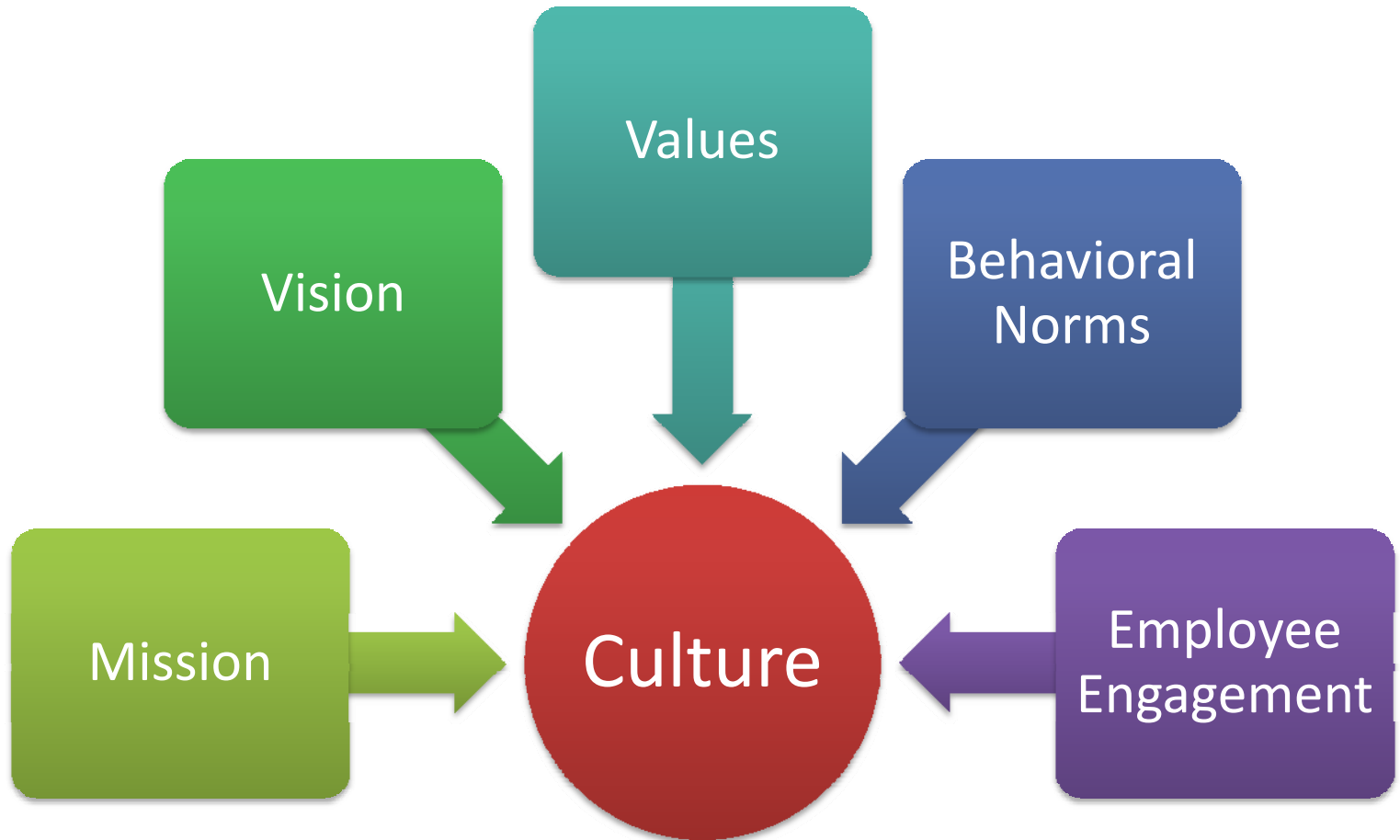


# The Power of Culture

- In a great culture, staff feel safe, empowered, and happy, and as a result, they:
  - Take great care of clients (and animals)
  - Take strategic risks
  - Push themselves and others to do their best
- Great culture attracts, and keeps, top talent
- Culture isn't just internal: it drives your brand

## Defining “Culture”

It's your group's norms of behavior, and the values, beliefs, and assumptions underneath those norms that perpetuate and preserve them.



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# Behavioral Norms

- Norms are GROUP behaviors that are:
  - Perceived by the group as “the way it is”
  - Independent of any written rules or regulations
  - Persistent over time
  - Often in the form of “Always” or “Never”
- These group behaviors are hard to change because they are held up by a powerful and invisible force: group values



# Norms and Values

We never take breaks during a surgery shift.

We always keep our office doors open.

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Self-  
Reliance

Toughness

Efficiency

# Norms and Values

We never take breaks during a surgery shift.

Self-  
Reliance

Toughness

Efficiency

We always keep our office doors open.

Equality

Friendship

Community

# UNDERSTANDING EMPLOYEE ENGAGEMENT



## The Gallup Q<sup>12</sup> Employee Engagement

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days I have received recognition or praise for doing good work.

## The Gallup Q<sup>12</sup> Employee Engagement

5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.

## The Gallup Q<sup>12</sup> Employee Engagement

9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

# So, How's Your Culture?

Do you have clearly articulated mission and vision statements?

Do you understand your group's norms and the values that uphold them?

Have you articulated your core values?

How engaged are your staff?

Do your staff's personal values align with your organizational values?

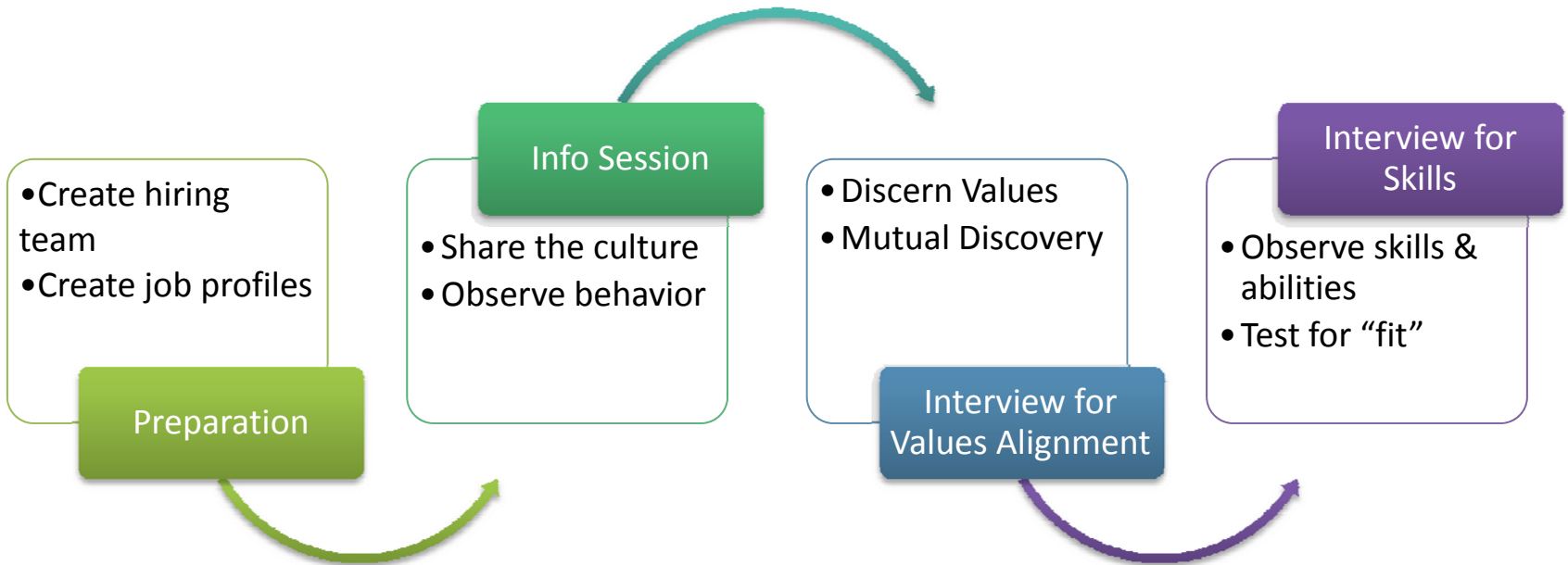




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# Hiring Process



# Creating the Hiring Team

- Hiring is not a solo activity – teams increase odds of cultural/values fit and create a support network early on
- Hiring team members must be: curious, interested in people, great communicators, quick on their feet
- Pre-select interview questions and practice them

# Sample: Hiring Priorities

Values Alignment

Job Specific Personal Qualities

Learning Ability &  
Affinity

Communication  
Ability

Skills

# Sample Job Profile

<b>Job Title:</b> Recovery Technician		
<b>Job Relationships:</b> Works with a daily team that includes an Assistant Surgery Technician, Surgery Technician, Veterinarian, Receptionist, and Kennel Technician		<b>Reporting Relationships:</b> The Recovery Technician reports to the Clinic Operations Director, and does not manage any staff.
<b>Organizational Core Values</b>	<b>Personal Qualities for Recovery Techs</b>	<b>Essential Skills for Recovery Techs</b>
<ul style="list-style-type: none"> <li>• Compassionate Service</li> <li>• Teaching &amp; Learning</li> <li>• Excellence</li> <li>• Optimism</li> </ul>	<ul style="list-style-type: none"> <li>• Compassionate</li> <li>• Self-Motivated</li> <li>• Positive</li> <li>• Emotionally Mature</li> <li>• Professional</li> <li>• Team Players</li> </ul>	<p><b>Veterinary Skills:</b></p> <ul style="list-style-type: none"> <li>• Correctly assess patient vital signs</li> <li>• Administer subcutaneous &amp; intramuscular injections &amp; microchips</li> <li>• Perform venipuncture with minimal patient discomfort</li> </ul> <p><b>Client Care Skills:</b></p> <ul style="list-style-type: none"> <li>• Clearly &amp; accurately communicate all available services to clients during check-in</li> <li>• Clearly &amp; accurately communicate post-operative instructions to clients</li> </ul> <p><b>Administrative Skills:</b></p> <ul style="list-style-type: none"> <li>• Accurately complete medical paperwork and prescription labels</li> <li>• Accurately enter client data, rabies vaccines, microchips, and ID tag codes into medical records software</li> </ul>
<b>Organizational Skills/Affinities</b>		
<ul style="list-style-type: none"> <li>• Love of Learning</li> <li>• Communication Ability</li> <li>• High Empathy</li> </ul>		

## Info Sessions

- Required for all applicants
- Bring their resumes with them to the session
- In person, at our facility
- Presentation, Tours, and Q&A
- Staff are there to ask questions, interact, and observe

# Sample Info Session Agenda

- A. Welcome and Introductions of Staff
- B. Presentation on Organizational Culture, Core Values, and Mission
- C. Discussion of Open Positions and What We're Looking for
- D. Distribute and Discuss the "Pre-Test"
- E. Q&A as a group
- F. Facility Tours (Small Groups, Staff led)
- G. Complete and Submit Applications

- ✓ Happiness Indicators: Smiling, Laughing, etc.
- ✓ Learning Indicators: Asking Questions, leaning forward
- ✓ Communication Indicators: Eye Contact, Starting conversations
- ✓ Empathy Indicators: Yawn contagion, Nodding along, Helping others
- ✓ Energy and Enthusiasm

**Behavior  
Checklist**



# Pre-Test

- Insight into the individual's learning approach
- Prepares them for any customer interactions during the test shift/working interview
- Pick the 5 most commonly asked questions for your organization
- Sample questions:
  - How much is a Rabies Vaccine?
  - Why should I have my pet microchipped?
  - Who is the manager?



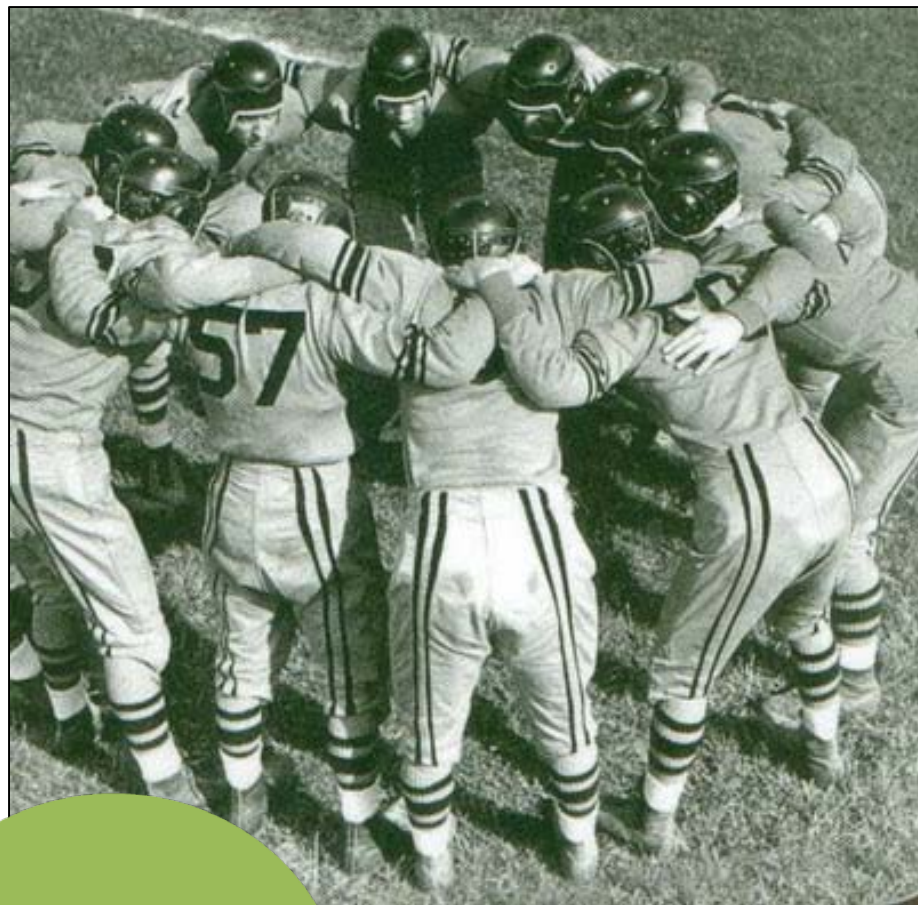
## Team Huddle

**Who had a great behavior checklist?**

**Who do we want to know more about?**

# First Interview

- Can be in person or by phone
- Goal is mutual discovery
- Values Focused
- Sample questions:
  - What is the most meaningful thing a co-worker could ever say to you about your work? Why?
  - What's one thing your parents said to you growing up that you find yourself saying or believing now as an adult? Why?



## Team Huddle

**Is there strong value alignment?  
Was it easy and fun to communicate with  
them?**

# Second Interview

- Depending on the position, can be a test shift or a panel interview
- Focus is on skills and personal qualities
- Engage existing team in the hiring
- Evaluate on 1 – 3 pre-selected essential skills/qualities ONLY
- Meet up for Q&A Afterwards – focus on the candidate – is it what they were expecting?



## Team Huddle

**Are they engaged learners?  
Do they click with the team?  
Are you SO excited to work with them?**

A large, multi-pointed orange starburst graphic with a white outline, centered on the page. The text "Hiring Time!" is written in bold black font inside the starburst.

**Hiring Time!**

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- **Corporate Culture Role Models**
- Q&A



# Corporate Culture Role Models

- Zingerman's Deli [www.zingtrain.com](http://www.zingtrain.com)
- Zappos [www.zapposinsights.com](http://www.zapposinsights.com)
- The Container Store <http://standfor.containerstore.com>
- Southwest Airlines  
<http://www.southwest.com/html/about-southwest/careers/culture.html>

# Questions?

Contact:

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# Upcoming ASPCApro Webinars

[aspcapro.org/webinars](http://aspcapro.org/webinars)

- Customer Service for Social Change:  
A New Model for Customer Engagement 3/26 3-4pm ET  
*Amy Mills, Emancipet*
- Hiring, Firing and Supporting Your Staff 4/30 3-4:30pm ET  
*Kate Pullen, ASPCA*
- A Road Map to New Hire Orientation 5/14 3-4pm ET  
*Kate Pullen, ASPCA*