

Introduction

Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: The potential for greatness lives within each of us.

Wilma Rudolph, American Olympic gold medallist

Whether you are the CEO of a global organisation or a supervisor in a small business, your job is essentially to build and leverage a team capable of achieving outstanding results. While easy to say, this can be hard to achieve. Whether I'm working with small enterprises or large corporations, wherever I go I consistently observe the same challenges in managing and getting the best from people at work. Finding and recruiting the right people, tapping into their discretionary effort and influencing behaviours that enable success are examples of the complexities of people management I regularly encounter.

Even the most capable and experienced people manager is likely to encounter challenges leading their team. Many of those I work with struggle to keep up with the unrelenting demands of their role, and find their focus and time are consumed by dealing with people-related problems. It takes energy and discipline to effectively apply the strategies and approaches needed to meet these challenges, and commitment and strength of spirit to overcome the many obstacles you face.

While there are many inherent challenges in managing people, with the right attitude and approach exceptional standards of performance are possible. Each of the approaches and tools described in this book have the potential to increase your success in hiring great people, leveraging their talent and keeping them engaged with your business for the long term. However, there is no magic wand in the people manager's toolkit that can make predictable work of leading

teams. Ultimately, the tools we will explore are valuable only to the extent that they are effectively applied.

Focused and disciplined application of these approaches and tools will enable you to:

- hire, develop and retain talented people
- motivate consistently high standards of performance
- inspire discretionary effort and loyalty
- support people to grow with your business
- overcome the challenges of poor performance and unacceptable conduct.

Before we explore the tools and approaches needed to drive success, we will first consider why both human capabilities and spirit matter. In other words, why are influencing the knowledge, skills and experience but also the depth of positive energy people bring to their work critically important priorities for every people manager?

The importance of capable people behaving successfully

Great results are achieved when capable, highly engaged people invest energy and behave in ways that enable success. There is no doubt that success depends equally on capabilities and behaviour. When talented people are motivated to bring the full strength of their knowledge, skills and experience to their role, truly great outcomes are possible. A manager's ability to develop the talents and capabilities of their team and to influence successful behaviours drives the level of performance that is ultimately achieved.

To illustrate this point, reflect for a moment on how often you have observed or worked with the kind of person I refer to as the 'incompetent genius'. These individuals are unquestionably brilliant, with deep knowledge, skills and experience, but they fail to perform because they struggle to work effectively with other

people. Now think about another common kind of person: they are enthusiastic and work hard but they also fail to deliver because they simply don't have the abilities needed to get the job done. Finally, reflect on people you know or have observed who bring together both the behaviours and the talents needed, and as a consequence achieve great results.

Understanding team spirit

I firmly believe that all human beings have access to extraordinary energies and powers. Judging from accounts of mystical experience, heightened creativity, or exceptional performance by athletes and artists, we harbor a greater life than we know.

Jean Houston

Imagine for a moment your team's spirit as a ball filled with positive energy. The more energy contained within the ball the stronger your team's spirit. The spirit of each member of your team determines the energy they have in reserve and can unleash in pursuit of their objectives. The vitality, enthusiasm and drive each person brings to their work is drawn from this reserve of positive energy. It is also from this energy source that people draw strength to keep striving through challenging times.

Every people manager plays a critical role in influencing the strength of their team's spirit, individual by individual and as a team. Their primary focus must be on pumping positive energy into the team's spirit and doing everything possible to limit those things that have a draining effect. Negative energy doesn't dilute our spirit; rather, it has the effect of depleting our positive energy. How often have you experienced the draining effect of a negative person's company? If we are feeling strongly energised, their influence may be only marginal; if we are already drained, however, these individuals can quickly diminish our vitality. Even when we are highly energised, over time such people can drain the life force from us.

Workplace influencers of spirit

Each person is unique, and to influence their spirit requires an understanding of what makes them tick. Here is a brief summary of the five most common influencers of the human spirit at work.

1 Personal value

Our sense of personal value reflects how we feel about ourselves as well as how we believe others feel about us. Positive emotions we should encourage include:

- how I feel about me: valuable, qualified, capable and successful
- how I believe others feel about me: valued, trusted, respected and accepted.

2 Relationships

The quality of our relationships at work can influence our spirit. Whether with our boss, colleagues or staff, or with clients or service providers, what we feel from other people and what we feel towards them matters. The types of positive emotions we want people to feel include:

- what I feel from others: appreciated, supported and safe
- what I feel towards others: trust, respect and regard.

3 Purpose and meaning

The extent to which we are able to find purpose and meaning in our work also plays a role in energising or draining us. How we feel about what we and our organisation contribute matters. Doing a job that has an altruistic purpose energises many people, while for others purpose and meaning derive from the harmony between their values and those of the organisation they work for. Still other people want to feel a part of something bigger than themselves or to contribute to

the organisation's success. Examples of the types of positive emotions we want people to feel include:

- what I feel from what I and my organisation do: satisfied, fulfilled and rewarded
- how I feel about what I and my organisation do: proud, ambitious and passionate.

4 Belief

The strength of our belief is reflected in how we feel about the future and our ability to influence that future. For many people, belief is a vital source of strength and resilience. Examples of the types of positive emotions we want people to feel include:

- how I feel about the future: hopeful, optimistic and encouraged
- how I feel about my ability to influence the future: confident, empowered and certain.

5 Enjoyment

Liking what we do matters. All too often I meet people who are fundamentally unhappy in their work. If we don't like our job or enjoy doing it, it is unlikely to energise us and will likely drain our spirit. Examples of the types of positive emotions we want people to feel include being entertained, interested and amused doing what they do.

The relationship between spirit, behaviour and performance

The strength of a person's spirit influences the behavioural choices they make. Whether consciously or otherwise, each person on your

team chooses the behaviours they bring to any given situation. A strong spirit enables people to make positive choices even if at that moment they don't feel particularly happy about their situation. Those with plenty of positive energy in reserve are better able to choose effective ways of behaving. If their spirit is weak or drained of positive energy, however, the same feelings may lead to poor choices of behaviour.

When they feel capable, trusted, respected, accepted, included, appreciated or empowered, the vast majority of people enjoy an energised spirit. Energised people are far more likely to behave in ways that enable success, such as being driven, courageous, honest and committed. Equally, when people feel betrayed, disregarded, insecure, bored, worried or confused, their positive energy is likely to become drained. When that happens they are likely to behave in ways that diminish success. For example, they may become withdrawn, resistant, lethargic, hesitant, pessimistic and even destructive.

Central to a people manager's role is influencing their team's spirit and, in turn, the behavioural choices they make. Among many important reasons for focusing on the strength of your team's spirit is the value of tapping into their discretionary effort—that is, what they do because they want to, because they have emotional ownership of the results. Tapping into the energy people are willing to invest when they are passionate can yield superior performance. The managers who are able to leverage this passion are those most likely to lead the way, to break new ground and to achieve long-term success through their team.

The people manager's toolkit

Successful leaders not only approach their role in ways that inspire people to follow; they effectively leverage the tools available to them to build the strength of the human capabilities and spirit needed to drive results. Included in every people manager's toolkit are the essential systems, processes, policies, programs and

resources that underpin an effective approach to human resource management. In some organisations specialist expertise is also provided through services delivered by HR staff and external suppliers. When close working partnerships are formed, this expertise influences people management strategy and practices, and therefore success.

Across the diverse range of industries I work with, regardless of the organisation's staff numbers, turnover, profit, growth, prospects or stage of development, when it comes to managing people the same principles always apply. These core ingredients of success are the focus of the chapters ahead. There are lots of books written about each of the topics we will explore, great books that provide deep insight into particular theories, models or experiences. In this book I will focus on the things that matter most as fundamental priorities for every people manager.

Included in *The People Manager's Toolkit* are strategies and practices focused on:

- vision and strategy
- culture management
- recruitment
- communication
- performance management
- learning and development
- reward and recognition
- change management
- HR services.

These essential tools, and how to leverage them effectively in your organisation, provide the framework for this book. Our focus throughout is on how to apply each tool to build the capability of your team and to nurture the strength of their spirit. First, in

chapter 1, we explore the foundations of a successful approach—the ways in which every manager of people must behave in order to earn the trust and respect needed to inspire people to follow their leadership. We look at the key characteristics of the approach to managing people that is most likely to get the best from them.

Next we explore in depth each of the tools in the people manager's toolkit. The first priorities we look at, in chapter 2, are creating an inspiring vision for the future and mapping the road to success. We reflect on why confronting your current reality with honesty matters and the most important things you must do to get every member of your team on board and playing their part. Proactively building confidence in your team's ability to succeed together and an accurate perception of what it will take to get there are fundamental to the approach advocated.

From there we explore how to create and manage the culture of your team or business. We look at how to identify the behaviours you need from every member of your team and the core values these reflect. Central to the focus of chapter 3 are the priorities you must set and the actions you must take to embed your organisation's values in the way people behave. As an effective people manager you will not only espouse your core values but proactively operate in line with them to create a healthy, vibrant and successful workplace culture.

In chapter 4 we look at how to find and recruit the right people when you need them. We explore how to develop pools of talent you can tap into from within and outside of your current team. Fundamental questions to reflect on and discuss with others when assessing the suitability of each candidate include: How well is she suited to the role you are looking to fill? What is the likelihood that he will cope with the inherent challenges of the position? Are they likely to bring culturally aligned values and behaviours? We explore in detail approaches to planning and implementation that will ensure that each candidate hired fits with both the capabilities and behaviours needed.

Communication is an important enabler of all successful relationships and teams. In chapter 5 we examine the most important ingredients of effective communication. We explore productive approaches to communication that ensure the right people are informed or consulted at the right time in the most effective ways. We look at the two-way nature of good communication and how best to balance telling, asking, listening, questioning and challenging.

Chapter 6 focuses on how to leverage your performance management efforts for best results. We look at how to set clear expectations and enable performance through productive feedback. We also look at the crucial coaching role a manager plays and how to hold people accountable for achieving acceptable standards. This chapter guides you to inspire and lead people to achieve standards of performance that reflect their full potential.

In chapter 7 we look at how to grow the capabilities of your team through targeted learning solutions. We examine how to identify the right development needs and the initiatives most likely to add real and lasting value. This chapter investigates the approaches most likely to enable and realise development objectives including training, coaching and on-the-job learning experiences.

Rewarding and recognising people for the contributions they make and the standards they achieve are critical to your ability to inspire commitment and drive performance. Chapter 8 focuses on how to demonstrate appreciation both for the things people achieve and for the ways they go about it. We look at rewarding the right behaviours and outcomes as well as approaches to maximising the positive impact and benefits of these efforts for the individual and the team.

Guiding teams through periods of transformational change is a common concern for people managers. In chapter 9 we look at the core competencies for leading change and the important role of your ability to build and maintain trust throughout. Driving change well demands that you understand its impacts, assign clear roles and responsibilities, and engage stakeholders every step of the way. We

look at these priorities and the influence of team culture on your ability to achieve ambitious and sustainable change objectives.

The final chapter of *The People Manager's Toolkit* is dedicated to the role of human resources and how the partnership between managers and HR professionals influences an organisation's success. We reflect on the characteristics of a successful approach to HR while taking an honest look at the common reasons many organisations struggle to realise benefits from HR services. We identify the most important capabilities you should look for in HR people and key indicators of performance you should consider when determining the value of HR services available to you and other people managers in your business.

As we work through each of the chapters, the extent to which these tools combine and influence one another will become increasingly evident. The manager's approach and the tools they apply form a web of interacting factors that collectively influence the spirit, capability and ultimately performance of the team. For example, your hiring decisions can create challenges or strengths in the areas of performance management, learning and development, and culture management. How you manage performance reflects and influences the culture of your organisation. The culture you create will influence your approach to rewarding and recognising your team. How you reward and recognise people will be reflected in your approach to performance management and learning practices. And so it goes on—every tool in your toolkit needs to be leveraged as part of a greater whole that ultimately leads to team success.

How to use this book

This book is intended to be a practical reference guide that points you to the things that matter most when it comes to getting the best from people at work. If you are an inexperienced people manager just setting out, follow the step-by-step instructions and utilise the checklists provided. If you are more experienced, apply the frameworks and success measures offered to appraise your

current approach and effectiveness. Use them to regularly audit what you currently do and identify ways you can keep improving. If you are a manager of managers or an HR professional, leverage the pragmatic and uncomplicated guidance provided to grow the people management capabilities of others and ensure a consistent approach across your business.

Included in the 'What success looks like' section of each chapter are key performance indicators (KPIs). These reflect the most significant measures of successful application of each tool. Leverage these KPIs to continually monitor and measure the effectiveness of your people management efforts. In some cases performance standards can be quantified, while in others measurement is based on observation and qualitative assessments of the extent to which each tool supports you to meet relevant people management objectives.

Each chapter sets out key priorities that individually and collectively define a successful approach. While there is no 'one size fits all' solution, more often than not each of these priorities is important to successful application of the tool in question. Consider these priorities and be honest with yourself about how well you typically focus on and apply each when you need to. Remember, each tool will add value only to the extent to which you apply it well.

Also included at various points throughout this book are checklists designed to provide you with specific guidelines relating to the topic in question. Again, carefully consider each point and its relevance to what you are working to achieve. Each chapter concludes with a checklist summarising the absolute priorities that will enable successful application of each tool discussed, together with a summary of the most common mistakes or obstacles to success I have observed that you would be wise to avoid.

Each chapter includes a story about people and organisations I have worked with. Names have been changed to preserve the confidentiality of the people whose stories I have shared. These case studies illustrate real-world applications of the approaches discussed. Reflect on each story and consider any lessons that could be applied

to your own approach and circumstances. Consider the actions that enabled success in each case and reflect on how they may be applied in your team or business.

This book describes approaches and priorities relevant to all people managers, but it is important that you focus on the specific objectives you are working to achieve and on what will add the most value to your business. While broadly applying the guidelines, you will need to adapt your approach to suit your unique circumstances or objectives. As you work through the book, note the aspects of people management that you need to place greater focus on, change or improve. If you are a manager of managers, reflect also on their development needs. Leverage what you learn by taking the steps necessary to enable you or the managers who work for you to develop in these areas. A flexible yet structured approach will allow you to apply the lessons that will add the most value and achieve the best possible outcomes.

In summary, use this book to establish approaches, monitor their effectiveness, and continually improve and grow your approach to managing and getting the best from every member of your team. Ultimately the key to getting maximum value from this book is putting what you learn into practice!



Chapter 4

Recruitment

I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.

Lawrence Bossidy, former chairman and CEO of
AlliedSignal Corporation

The decisions you make about who to appoint to each role are crucial not only to the individual's success but also to the performance of your business as a whole. Whether recruiting from within or outside your organisation, appointing talented people who bring culturally aligned values and behaviours underpins your ability to achieve great results through your team. Far more than merely an operational process focused on filling vacant roles, recruitment has significant immediate and longer term impacts on any business and must be seen as a strategic priority.

In this chapter we will explore:

- developing talent pools that enable you to find the right people when you need them
- how to identify the most important capabilities and attributes needed in a role

- the hallmarks of a successful recruitment process
- assessing the competence and cultural alignment of potential employees
- what it takes to get the best from the recruitment consultants you work with.

While far from the only contributing factor, many of the people challenges managers face can be traced back to poor recruitment decisions. Appointing people who are unqualified, unprepared or reluctant to take on the demands of a role inevitably leads to substandard performance and often costly mistakes. Hiring people who drain the spirit of your team and induce a culture of inappropriate behaviour can lead you down a path that is fatal to the success, if not the viability, of your business.

When you get recruitment right the positive effects are profound. Appointing people who are capable, energised, optimistic, driven and respectful not only brings strength to their role but also influences the success of others around them. The right people can bring both knowledge and behaviours that help a team turn their performance around. In this chapter we will focus on the most important things you can do to ensure you make the right hiring decisions every time. We will also explore the common pitfalls and obstacles to success and how to avoid them.

What success looks like

The ultimate indicator of the effectiveness of your recruitment strategy and practices is the performance of your business. Measures of both the quality of your hiring decisions and the effectiveness of your process are included in the following lists.

(continued)

What success looks like (cont'd)

Key indicators of high-quality hiring decisions include the following:

- Behaviours of new team members are strongly aligned with the values of the business.
- Promoted staff contribute to a positive and productive workplace culture.
- Successful candidates are able to perform the role to the standard expected.
- Newly appointed staff quickly and fully integrate into their team and the organisation.
- New team members have the ability to grow with their role and the organisation.
- Most new staff commit to the role for at least two years.

Key indicators of high-quality recruitment include the following:

- A well-planned and consistent approach is adopted throughout.
- No adverse impacts to operations are experienced because of capacity or resource gaps.
- Time and cost objectives are met.
- Recruits understand the key objectives and responsibilities of their role.
- Candidates express satisfaction that they have been provided with a fair and lawful opportunity.
- All candidates have a positive perception of your business and culture.

Case study

Fit for purpose



Among the most important recruitment decisions an organisation makes are those relating to the leaders they promote or invite to join their team. How often have you observed a newly appointed leader influence the success and even the wellbeing of a team? While the suitability of every person hired matters, leaders in particular can have a direct impact on the success of others through the priorities they set, the decisions they make and the actions they take. They set an example of what is expected and what is accepted, and ultimately dictate the extent to which a cohesive and high-performing team is even considered important, let alone realised.

While consulting to a financial services organisation I witnessed a powerful example of the importance of getting recruitment right. A publicly listed company with close to 350 staff nationally had been struggling for a number of years to improve the engagement and performance of their team. Their engagement results had been declining for years, and they faced growing challenges in both attracting and retaining talented people. The engagement survey they conducted shortly before we met revealed that only 23 per cent of staff at that time were willing to recommend the organisation as a good place to work. The most common reason people gave for leaving was the organisation's culture—in particular, the way they had been managed.

While the organisation's challenges were clearly not the fault of the CEO, Michael, alone, he had played a lead role in creating them both through his own behaviour and in failing to manage others effectively. When Michael abruptly and unexpectedly left the business a search to find his replacement began. Recognising the opportunity they had to substantially improve performance,

the board placed an uncompromisingly strong focus on people leadership capabilities.

The search and assessment process adopted was robust, to say the least. Candidates who did not demonstrate a solid track record of leading successful teams were simply not considered. Those who did make the cut were asked to participate in a series of interviews not only with members of the board but also with selected general managers who were regarded both as high performers and as aligned with the organisation's desired culture. Psychometric testing and extensive reference checking were also important tools leveraged in the assessment and selection process adopted.

Six months after Michael's departure it was announced that a new CEO, Stephen, had been appointed. By this time morale was at an all-time low and turnover at an all-time high. It is reasonable to conclude that most people waited with a degree of trepidation for the new CEO to start. Talk among the troops was heavily focused on what Stephen would bring to the role and whether the organisation would change or continue to operate as it had.

In stark contrast to Michael, Stephen brought with him a philosophy that every member of the team was critical to success. While he advocated a compassionate and respectful approach to leading people, he placed equal focus on accountability. Stephen believed that the number one priority of every leader was to influence the success of each individual on their team. Just as important was his view that while leadership mattered, every team member must also take personal ownership of not only their own success but the success of their teammates too.

Over time the approach Stephen adopted had a significant impact on the spirit of the team, and while some people were asked to leave those who remained reported a growing sense of loyalty and commitment. In the time I worked closely with that organisation I observed staff turnover plummet from a high of 36 per cent to 16 per cent. Significant progress on many of the organisation's strategic priorities was also clearly apparent. While further work

needed to be done to achieve the success they were striving for, it was easy to see the profoundly positive impact Stephen's appointment to the role of CEO had had on that business.

Stephen's appointment is just one example of getting the recruitment process right. Unfortunately, all too often I have also observed the consequences of poor hiring decisions. As much as Stephen uplifted his team, I have witnessed other new leaders undermine the spirit and capability of teams and ultimately the success of their organisations. These impacts are not limited to those in leadership roles; even one new member of a team can enable or detract from the success of the group.

Adopting a strategic approach

Developing the capabilities needed now and in the future is an important strategic priority for any business. Recruitment plays an essential role in enabling you to acquire the knowledge, skills, experience and behaviours required to achieve both immediate and longer-term goals. Too many managers treat recruitment as an operational process, however, simply reacting to the need to fill a new or recently vacated position as it arises. Often these managers adopt an approach that is not planned or even considered, which inevitably leads to challenges in finding or selecting the right people when they need them. Too often I observe these managers, eager to fill the role, compromise and make hiring decisions that ultimately lead to performance, engagement or behavioural issues down the line.

Being strategic in your approach requires that you take steps that enable you to find and recruit the right people for your business long before you need them. Establishing a reputation for being an employer of choice and developing a pool of talented internal and external candidates are important strategic priorities. In other words, not only should you develop a pool of candidates to tap into as required, but you should also influence these candidates' desire to work for you.

Just as important are the strategies you employ to find candidates when they aren't already known to you. Ideally you will have people waiting in the wings, but when you don't, how you go about searching for candidates is crucial to success. At times the best way to do that is to work in partnership with recruitment consultants. Getting the most from these relationships takes a focused and deliberate approach that we will explore later in this chapter. Once you have found potential candidates, then the priority shifts to ensuring you make the right decisions and persuading candidates to sign up for the opportunity.

In the sections ahead we will explore these strategic priorities and the steps you can take to ensure your approach is planned and ultimately successful.

Developing talent pools

Intensifying competition for talent and the increasingly global nature of that competition is driving a growing need for organisations to proactively develop a pool of talent from which they can draw candidates. While millions of people are unemployed, unfortunately this does not always mean the capabilities your business needs are readily available. Finding quality candidates is increasingly the real challenge. As baby boomers leave the workforce, knowledge and skills will also be retired, and the workforce in many countries is expected to steadily decline over the decades ahead. These demographic changes will inevitably impact on the availability of a diverse talent pool from which employers can recruit.

Leading HR outsourcing organisation Talent2 defines a talent pool as 'a community of qualified internal and external candidates who are actively interested in your organisation, your industry and your success and are engaged over time to fill vacancies and refer people they know'. Building talent pools is a necessity to create and sustain competitive advantage. Smart organisations are already building and executing the relevant strategies required, ensuring they take a measured and proactive approach to engaging with their current and future talent.

The most important steps to adopting a talent pool strategy include the following:

- ✓ *Consider and plan for the future.* Define what talent you will need in the foreseeable future. Understand the outcomes you are looking to achieve and the tasks that need to be undertaken to make them happen. What capabilities are needed to complete these tasks?
- ✓ *Understand the talent landscape.* Where is this talent now? How many people are already in your business versus working for somebody else or themselves?
- ✓ *Consider your options.* How can you access the talent needed? For example, do you need to hire permanent staff or is there an end date, which means you would be better served by engaging casuals, contractors or consultants?
- ✓ *Prioritise internal recruitment.* Adopt a 'grow-your-own' philosophy and strategy that sees you invest in the development of the people you already have on your team, keeping them with your business.
- ✓ *Manage your relationships with external candidates.* Once you start attracting people to your business you need to be ready for them. It's time to start regularly engaging with them. The advent of social media is dramatically changing the way you can stay in touch with people who are interested in working for your business in the future.
- ✓ *Take an annual view.* Every year take the time to project what skill sets you will need based on predictable attrition and business strategy.

Growing an internal pool of talent

Recruitment is not just about hiring people from outside your organisation. Adopting a 'grow-your-own' strategy is a powerful way of building a pool of talent within your own business that you can recruit from. By providing your team with exciting development and career opportunities, not only can you access the talent you need but you also improve your ability to retain talented people.

Be disciplined, patient, supportive and creative in finding ways to develop and promote talented and committed staff. Focus on developing leadership, management and role-specific competencies internally, and whenever possible promote your staff into more senior positions before searching for external candidates. Remember, however, that it is not always possible to recruit from within. While a grow-your-own strategy is an important priority, never compromise the quality of your hiring decisions. Appointing someone to a role for which they are neither suited nor qualified can have a devastating impact not only on your team's success but also on that individual's career and confidence.

In particular, be careful when considering promoting high-performing staff into management positions. Time and again I have seen organisations appoint their most successful team member into a management role when they are far from the best person for the job. The capabilities and attributes required of a successful manager are vastly different from those typically required of someone in an individual contributor position. If your team member is performing highly in their current role, this does not mean they are necessarily qualified or suited to leading others.

Developing external talent pools

It's wise to remember that in any external recruitment process there is an element of both 'buying' capability into your business and 'selling' what you offer. Talented candidates who understand their value in the market are typically assessing you as much as you

are evaluating them. Building a pool of quality external candidates means proactively and consistently fostering interest in working for your business and team. The goal is to build a pool of people eager to explore opportunities within your organisation when they arise.

To promote your business, first you need to understand what you offer—that is, your employment value proposition (EVP). It's crucial that you are able to articulate the benefits of joining your team. Reflect on the things you provide your employees, such as career or development opportunities, your culture and your approach to leadership. Are there financial incentives or rewards that set you apart? Do you offer benefits that allow your team to balance the demands of work and life? Fundamentally, you need to understand how attractive your organisation is to the talent you want to attract and then tell them about it.

Regardless of how you choose to present your organisation to the external world, the most important driver of your reputation is what your current and past team members choose to say about you. Don't underestimate the power of their influence, and focus your efforts on providing an employment experience that is worth promoting. Inspire your staff to speak positively about what it's like working for you. To the extent that it's possible, work to ensure that when you part ways with members of your team you maintain a healthy relationship. Treating people with respect and consideration, irrespective of the circumstances of their departure, will go some way to influencing their willingness to speak positively about your business after they have moved on. Don't hesitate to ask your staff to promote your business proactively; if they are proud of working for you they will do so gladly.

There are many ways you can spread the word and build a strong reputation for being an employer of choice, including through:

- talking to prospective employees in your networks, and at seminars and conferences
- building relationships with recruitment consultants willing and able to promote your business

- soliciting for media mentions and articles that showcase your culture or team successes
- investing thought and energy into building your 'career page' on your website.

Often organisations fail to leverage their efforts to attract people effectively—for example, when approached by candidates of high potential or interviewing more than one suitable person for a role. Their biggest mistake is failing to keep track of these people, making it difficult to contact them when a suitable opportunity arises. When you believe a candidate is worth considering further, keep a record of your assessment and any roles you think they may be suitable for down the track. Let these people know you are interested in staying in touch and encourage them to do the same.

Ways you can keep the lines of communication open include sharing news through newsletters or blogs, using online tools such as LinkedIn, Facebook or Twitter to stay in touch, and even meeting with those with whom you would like to foster a relationship. The most important starting point is choosing to take a proactive approach to maintaining a connection with those you have worked hard to attract in the first place.

Planning to succeed

Quality outcomes are underpinned by a well-considered and well-planned approach. A common mistake managers make is to launch into a recruitment process without first giving enough thought to what they want to achieve or how to go about it. This is among the most common reasons I observe for poor hiring decisions that ultimately lead to substandard performance, unsuccessful behaviour and turnover in a role.

Before getting started it's crucial that you have a clear view of the candidate you are looking for. This includes distinguishing between the 'non-negotiable' capabilities they must bring and those that would be 'nice to have'. Just as important is having a good

understanding of what it will take for the right person to fit in with the rest of the team. Later we will explore how to develop selection criteria that will guide your search and assessment of each candidate throughout your entire recruitment process.

Documenting the role and your selection criteria in a position description (PD) at the start of your process is crucial to success. It's not the document itself that matters; real value comes from the thought process you go through and the clarity that results. A well-developed PD will help everyone involved in the process keep focused on what and who you are looking for. It can also be leveraged to provide applicants with a clear picture of the role on offer and what you are looking for from the successful candidate.

Priority 1: design the role

To attract and retain quality candidates first you need to make sure the job is designed well. Creating a role with various responsibilities that demand capabilities, attributes and preferences that are vastly different from one another can make finding suitable candidates extremely difficult. For example, a role that requires a candidate to have strong strategic capabilities and yet most of the time perform highly operational functions is likely to be difficult to fill. When designing roles, consider each of the elements included in priorities 2 and 3. Be pragmatic about the type of candidate needed and the likelihood of success in finding that person.

Priority 2: understand the role

Create an inventory of the most important things you need to understand and be able to articulate about any role for which you are recruiting. Such a blueprint, which will help you not only to select the right person but also to establish clear performance expectations once they join, should include the following:

- primary objective (what the role is there to achieve and how success is defined)

- scope of responsibility and accountability
- level of direction given and autonomy permitted
- key tasks regularly performed
- standard of performance expected
- complexity and challenges anticipated
- important relationships (the people the role often collaborates or interacts with, including colleagues, clients, managers or service providers).

Priority 3: determine who will be the best person for the job

The next step is to develop a profile of the person most likely to succeed. Develop selection criteria focused on both essential requirements and those on which you can afford to be flexible. Include not only the capabilities the best person will need but also the approach they must adopt. Make sure you understand the required:

- *knowledge and skills*: What are the minimum requirements for a candidate to be considered? Consider technical, organisational and interpersonal capabilities. For example, do they need to be able to establish plans, organise processes and people, impart information, persuade or influence others, or deal with challenging personalities or conflict?
- *experience*: What scenarios or environments must they have experienced before and performed well in?
- *qualifications*: What is required or what is preferred (for example, a degree, trade certificate, licence)?
- *values and behaviours*: What must they bring in order to fit your culture?

Priority 4: decide what your assessment process will involve

Before you start to search the market be ready to explain to applicants the process you are asking them to participate in. When deciding what steps to include, ensure you allow for a thorough assessment while avoiding an excessively onerous process that may deter some high-quality candidates from applying. While it may be tempting to take short cuts, in most circumstances it is important to have interviewed the successful candidate more than once. Ideally those who are shortlisted from the first interview will be invited to attend a second.

While planning is important, so too is flexibility. Wherever possible, work broadly within the process you establish but be prepared to adapt your approach when needed. You and your candidates will need to know:

- the format of interviews (individual or group)
- the number of interviews the successful candidate is likely to be expected to attend
- whether you will use assessment tools such as psychometrics, abilities tests or assessment centres, or written assignments such as case studies or presentations
- acceptable referees for reference checks and the person who will talk to them.

Priority 5: establish the selection panel

It's important to decide upfront who will be involved in the process and in what capacity. Identify those who will share their opinions to support your decision and those who will actively participate in the selection of the successful candidate. Decide who will participate in interviews or any other assessment processes you adopt and the role you need them to play.

Priority 6: determine how you will go about finding suitable candidates

Consider first whether or not you already know potential candidates within your internal or external talent pools. If you do, is a broader search necessary or are you confident you can progress immediately to formally assessing them? If a candidate search is necessary, what avenues will you take? Refer to the next section for further insight into finding suitable candidates outside of your organisation.

Finding external candidates

In this section we will explore how to optimise your ability to attract quality applicants for the role. We will look at how to design effective job advertisements, encourage staff and colleagues to refer candidates, and get the most from working with recruitment consultants.

Option 1: encourage staff referrals

One of the most effective ways of finding candidates is by encouraging your staff and colleagues to refer people. Often they will already know quality candidates, whether they are colleagues from previous workplaces, people they have met at seminars and conferences, friends, friends of friends or candidates they have met through other recruitment processes.

Tap into this network by asking your team to refer those they believe meet the requirements of the role and fit the culture of the business. Most people will avoid recommending candidates they are not confident meet the brief. While not always the case, most people are careful about who they recommend out of concern for how the person will reflect on them.

Offering to pay staff who recommended candidates who successfully complete the first six months of employment can be an effective way of incentivising people to contribute. This is typically a more cost-effective approach to sourcing candidates than engaging the services of a recruitment consultant.

Option 2: tap into networks

Reflect on your own network and whether you know people who can recommend candidates. Ask your colleagues to consider their networks and who they know who may be able to help in the search process. Sometimes you may know someone who knows someone who can recommend people worth approaching. Potential candidates may know, or be known by, past employees, industry colleagues or consultants. Referrals may also come from your clients, service providers and partners. For example, do you or someone in your network know outplacement agents and career transition specialists working with candidates looking for a new direction or job? Some of these people have been made redundant despite being qualified high performers and are worth finding.

Option 3: advertise

If your networks have yielded little or no return, it may be time to consider advertising. When deciding where to advertise, consider which forum or medium is likely to have the greatest impact in attracting the type of people you are looking for. Keep in mind that often the best candidates are not actively searching for a new job and may not see your advertisement placed on a job board or in the career section of a newspaper. Options you should consider include:

- promoting the role through industry journals or professional associations
- online job boards such as www.seek.com.au or www.monster.com, which are typically cost effective and convenient to use
- newspapers, which, while often costly, can add value, particularly for senior management vacancies
- your company website, particularly if you have a strong employer reputation and people are likely to visit your site for career opportunities

- your company newsletter or other regular publications you may produce and share with an audience outside your business
- social media and networking sites such as LinkedIn, Facebook and Twitter, which are fast gaining momentum as effective ways of finding candidates.

An effective advertisement will attract not only more applicants but also the right type of candidate. A well-written and –formatted advertisement is easier to read, making it more likely a job seeker will understand the role, their suitability and how it may fit with what they are looking for, including their career aspirations and lifestyle preferences.

To write an effective job advertisement that achieves its objectives, ensure you:

- include relevant and informative content
- first list the things most important to you and most appealing to candidates
- present information in a logical order and use subheadings to break up the content
- use bullet-point lists to keep the word count down and make the detail easy to scan
- provide enough information without being verbose.

You should always include the:

- primary objective of the role
- work environment and culture of the company
- essential skills, experience and qualifications needed
- opportunities the role or business will offer the successful candidate
- location (not everyone is willing to travel or relocate, and it is better to eliminate these candidates upfront).

Option 4: work with recruitment consultants

Engaging a recruiter to help you source and attract candidates can be an effective solution, particularly when you have neither the time nor the expertise to manage the process directly. Often this can be a relatively costly option, with success highly dependent on the capabilities of the agency and recruitment consultant engaged. How well you work with recruiters profoundly influences the likelihood of success. Included later in this chapter is a comprehensive guide to getting the best possible service and value for your money.

Candidate assessment

A common mistake managers make is to place too strong a focus on a candidate's technical knowledge, skills and experience. Some underestimate the value and importance of ensuring that the people they hire are a culture fit, are motivated and have career aspirations aligned with the direction or future needs of the business. Others may hire the 'best of a bad bunch' when they find it hard to attract quality candidates or the position needs to be filled quickly.

Managing the process well

In this section we will explore how to facilitate the assessment process, accurately assess each candidate and ultimately make the best hiring decisions.

Priority 1: understand the 'buy and sell' equation

Recruitment is a two-way street; not only are you looking for the best candidate, but they are looking for the best job and employer. Leverage the process to promote the benefits of the role and working for your business while being careful not to exaggerate or over-promise. There is no point pursuing someone to join your team if they are likely to be disappointed or unprepared to tackle the challenges involved.

Priority 2: keep the process moving quickly

Being thorough is important, but keep in mind that an unreasonably lengthy or stalled process can lead to quality candidates pursuing other options or losing interest. Don't compromise the process by taking short cuts, but endeavour to move forward quickly and keep candidates informed.

Priority 3: use psychometric tools wisely

Psychometric tools can help you assess candidates but remember they are indicative, not predictive. Use them for guidance rather than as a stand-alone decision-making tool; information gleaned should be used to design interview questions and guide conversations with referees.

Priority 4: document

Keep notes to help you accurately recall your assessment of each candidate; this will be important when comparing the people you have met and selecting the best person for the job. Equally, it will ensure you are able to demonstrate why you reached the decision you did if challenged by an unsuccessful candidate on the grounds of lawful compliance.

Priority 5: leverage your recruitment panel

Immediately following each interview take the time to discuss the extent to which you and other interviewers believe the candidate fits your selection criteria. When you have interviewed all candidates reconvene to compare each against the other and discuss the best way to move forward.

Assessing culture fit

While it can be tempting to hire the person with the most experience or impressive technical qualifications, never compromise the importance you place on cultural alignment with your business.

Never hire someone if you are not confident they will bring values and behaviours that fit with your culture. Assess how aligned every candidate's approach to doing their job and being a member of your team is with the way you want people to behave in your workplace.

Time and again I have observed leaders make the fatal mistake of hiring people based on their technical capabilities or experience while ignoring clear signals of culture misfit. I have yet to see such decisions turn out well. Without exception the appointed candidate leaves the organisation soon after joining, becomes a disruptive or destructive influence, or performs poorly.

In chapter 3 I introduced three core values that in my experience matter most to the success of any individual, team or organisation: behaviours that reflect trust, respect and personal accountability will underpin the quality of any hiring decision you make. While there is no way of predicting exactly how people will behave, there are things you can do to maximise your chances of getting it right.

Here are the most important things you should do to assess the culture fit of every candidate:

- ☑ Identify the values and behaviours you want to assess and ask questions that expose the candidate's alignment with each.
- ☑ Read between the lines and observe attitude when reading application documents, conducting interviews or completing reference checks.
- ☑ Assess the candidate's priorities, philosophies, beliefs, prejudices and motivations. Consider the likely impact each will have on their approach to doing their job and dealing with others.

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- ✓ Observe how they engage with you and other people before, during and after interviews and other face-to-face interactions.
- ✓ Notice shifts in behaviour or expressions of attitude towards individuals and groups. For example, does the candidate respond differently to people they perceive to be senior, level or junior to them?

Assessing competence

Being competent takes more than having knowledge, skills and experience; it's our ability to effectively apply these capabilities that ultimately determines success. As we explored in the introduction to this book, it is critical to ensure that the people you hire bring both talent and behaviours that allow their effective application. No matter how qualified or experienced a candidate is, keep in mind and assess the potential for them to lack common sense or struggle to work well with others. Consider the extent to which they are likely to apply their capabilities consistently, particularly in the circumstances unique to the role you have on offer.

In an ideal world every person you hire will have the competencies needed on day one. However, often even strong candidates will only partially meet your selection criteria. Understanding which capabilities are non-negotiable and which are 'nice to have' is an important starting point. Then you need to consider whether or not you have the time and resources to provide any training or development needed. Before making your hiring decision understand which is more important—their ability to learn or their capacity to immediately 'hit the ground running'.

Assessing competence shouldn't be limited to the individual you are considering hiring. It's important to consider the capabilities of your whole team and understand how this candidate needs to fit in. Do their capabilities need to complement or supplement those

already available? Are you looking to strengthen the group's abilities in specific areas or are you simply searching for someone who can do the same things other team members can also do?

To assess competence, look for evidence that the candidate has:

- the ability to apply their capabilities consistently within the context of the role
- an awareness of the core objectives, responsibilities, challenges and complexities of the role
- the levels of knowledge, skill and experience needed to perform at the standard expected
- the ability to plan and integrate a number of different tasks to achieve an outcome
- the ability to respond to irregularities, breakdowns and other unanticipated events
- the capacity to deal with the responsibilities and expectations of the work environment, including working with others.

Assessing role fit

The characteristics of a role with the same job title are likely to vary from one organisation to another. For example, an HR manager in one business may spend most of their time focused on policy interpretation and process coordination, while in another organisation development and talent management may be important priorities. The type of candidate suited to each of these roles is vastly different.

It's important to assess the extent to which the core functions and requirements of the position match not only what the candidate is capable of doing, but also what they are looking for in a job. Important considerations include the following:

- Will the role provide enough reward and challenge to ensure job satisfaction? If yes, for how long? Does this suit your requirements?

- Do most tasks and responsibilities align with the candidate's work preferences?
- Do their skills and attributes (such as their communication style) suit the job?
- Is it likely that the candidate will be motivated to grow with the role over time?

Assessing career fit

How often have you hired someone only to have them leave a short time later because a better offer came along? Have you engaged the services of someone only to have them work to elevate their role beyond the scope of responsibilities for which they were hired? To keep talented people with your business and engaged with their role for any reasonable period of time, make sure the job you have to offer is aligned with their career aspirations.

Take, for example, the client service supervisor looking to become a manager. They may well accept your offer of another position as supervisor; however, they are also highly likely to leave if a management role somewhere else comes along. Offering anyone looking for advancement a job that has them performing tasks they believe they have already mastered is risky.

If keeping people for the long term is important, then consider also how likely it is that you will be able to offer them a step-up in their career beyond the role you are hiring for now. Of course aspirations change, but understanding what the candidate wants to be doing down the track will give you some sense of whether or not those plans fit with the future direction and priorities of your business.

To assess career fit effectively, make sure you understand the candidate's:

- ideal next role
- longer-term aspirations and time horizon

- drive and determination to achieve their aspirations
- self-perceptions and beliefs about their ability to advance as intended.

Conducting effective interviews

Interviews are an important opportunity for you and your candidates to get to know one another and assess the extent to which the role is the right next step for them. The value you get from any interview comes down to how prepared you are and how well you facilitate the meeting. Too many managers choose to ‘wing it’ and fail to fully leverage the benefits of an interview.

Planning and preparation

Here are the most important things you can do to avoid that approach.

Priority 1: prepare an interview guide for each round

A well-structured interview guide includes questions you will ask and a rating scale to assess the quality of responses you receive. The most useful questions are those that ask for examples of when the candidate has performed a task, assumed a responsibility, confronted a challenge or achieved an outcome. Asking candidates to reflect on past experiences allows you to assess the depth of their competence and observe the attitudes and behaviours they brought to each situation.

Priority 2: select and secure an appropriate venue

Make sure you have a confidential and comfortable setting in which to conduct interviews. A public venue such as a café may be distracting or uncomfortable for your candidate. It’s important also to protect the candidate’s right to confidentiality, so select a private venue where no-one walking by would be able to observe or overhear your conversation.

Priority 3: coordination

It's important to know before you begin who will be responsible for what. If there is more than one person interviewing, what role will you each play? Who will lead? Who will ask the questions? Just as important is making sure everyone on the selection panel has a copy of the candidate's CV as well as the interview guide. Inform everyone well in advance of the time and venue for each interview.

Priority 4: preparation on the day

Refresh your memory before greeting the candidate. Using the wrong name or being unaware of which role they have applied for is not a good start to the process. Take the time to review their application and remind yourself why you invited them to attend the interview. Make a note of anything you are unclear about or on which you would like additional information to ensure you explore these areas adequately.

Facilitation

The way in which you facilitate an interview will affect your ability to accurately assess each candidate and positively influence their perceptions. Included in this section are the most important things you must do to leverage the benefit of each interview.

Priority 1: put candidates at ease

An interview should never be conducted as an interrogation or be overly rigid. It is far more effective to have a conversation with your candidates. Avoid adopting an excessively formal style; rather, conduct interviews in a way that encourages people to relax and speak freely. By doing so you are far more likely to see who they really are and be able to assess the extent to which they are suitable.

Encourage candidates to let you know if they are unsure what you are asking and assure them it is not your intention to try to 'catch them out'. Explain that the purpose of the interview is to help you understand their ability to perform the role, as well as what

they are looking for next in their career. Let them know that you understand they too are assessing the opportunity and that you are happy to answer any questions they have about the role or your organisation.

Priority 2: be flexible

While it is important to follow your interview guide, you should also be flexible and allow the process to flow. Ask unplanned questions when a candidate's response doesn't tell you everything you need to know or creates a perception that you are eager to validate. Keep in mind that candidates may not always understand what you are asking, so it may be necessary to rephrase some questions.

Priority 3: interview etiquette

Applying professional standards of conduct will go a long way to ensuring you conduct interviews not only effectively but also appropriately.

Here are the most important things to do or avoid in the interview:

- Be polite and friendly.
- Thank the candidate for their time and interest in the role.
- Maintain eye contact and demonstrate interest in what they are saying.
- Be conversational but make sure you are listening more than talking.
- Avoid interrupting unless the candidate is being overly verbose.

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- ✓ Never argue—candidates aren't there to hear your opinions.
- ✓ Don't ask personal questions that may be interpreted as inappropriate or discriminatory.
- ✓ Avoid comments that may make a candidate feel uncomfortable.
- ✓ Avoid forming a fixed view based on your first impressions; give candidates a reasonable opportunity to make their case. However, if your gut instinct persists in ringing warning bells, listen and explore why!

Priority 4: explain what will happen next

At the end of an interview it is important to let candidates know when they are likely to hear from you again and what the next steps are likely to be. Keep in mind that your preferred candidate(s) may be considering other roles and the timing of your process could bear on their commitment and interest. Whether or not you have a favourable impression of the candidate it is a matter of professional courtesy that you keep them well informed.

Getting the best from recruitment consultants

It is crucial to select and work with the recruitment consultants who best suit your needs.

Priority 1: select the right agency

Skilled and committed recruitment consultants demonstrate interest in understanding your business and the role you want to fill. They adopt a strategic and proactive approach and work hard to influence your preferred candidate's decision to join your team. In contrast, some simply play a numbers game and rely on their process to

connect employers and candidates, with limited value added. The best recruiters are skilled at assessing candidates, understand your business and are well positioned to find qualified people through their extensive networks. Those who rely heavily on their database or responses to job advertisements are unlikely to perform well.

Priority 2: build your relationship and work in partnership

As in any relationship, success is influenced by the commitment of both parties. Support your recruitment partners to succeed by giving them the time and information they need. Help them to understand your business and the role they are hiring for. Provide constructive feedback along the way to enable them to adapt and finetune their approach until a good result is achieved. It's important to understand that there must be mutual benefit and respect in the relationship or they are unlikely to be motivated to work hard for you. It is typically more effective to retain a single agency to manage an assignment, but if you do choose to brief multiple agencies make sure you are upfront and honest with everyone about that.

Priority 3: value advice

To leverage maximum value, expect and allow your recruitment partners to provide more than a résumé referral service. Invite and listen to the advice they offer about both the approach taken and the candidates presented for consideration. If you have chosen the right consultant, allow them to earn your trust and put faith in their advice. Remember that a skilled recruitment consultant can add value throughout the process including sourcing strategies, candidate assessment and negotiations.

Priority 4: dedicate the time needed

More often than not you will want to fill a role in the shortest possible time, but speed should not be the focus of your recruiter's

approach. It is important to be reasonable in your expectations and allow recruiters the time they need to do the best possible job for you. Of course that is not to suggest you shouldn't encourage a sense of urgency, but be careful not to compromise the quality of the process by demanding that specific time frames be met. Keep in mind that it can take a few weeks before you see a shortlist, especially if you use a good-quality service that includes sourcing and screening applications, interviewing candidates and obtaining reference checks.

Priority 5: expect drive and commitment

The best candidates don't remain on recruitment databases for long, regardless of how competitive the job market is. Attracting great candidates will often take more than a passive or reactive approach. Securing them will often involve competing with other organisations. Ensure that the recruiters you work with are committed to an active search process and able to sell the benefits of working for your business.

Priority 6: candidate care

Whether or not they are the best person for the role, every candidate deserves to be treated with respect and courtesy. Ensure the approach adopted by consultants working on your behalf is considerate, ethical and professional. Keep in mind that their approach reflects on you and your organisation's culture.

In summary, to optimise the return on your investment in hiring recruitment consultants it's important to set clear expectations and hold them accountable to acceptable standards of performance. Important measures of a recruiter's success are:

- an open and honest approach
- high standards of candidate care
- the recommendation of quality candidates that meet your selection criteria

- a demonstrated commitment to placing the best possible candidate for every role
- a thorough understanding of your business, culture and the role you are looking to fill
- an intimate understanding of the market and where to find quality candidates
- the delivery of time- and cost-effective recruitment solutions.

Chapter summary: the most important things to do and avoid

Must-do checklist

The most important things you must do to achieve your recruitment objectives are to:

- ✓ adopt a planned and strategic approach
- ✓ grow your own: develop people already on your team and look for opportunities to promote them
- ✓ proactively build external pools of talent
- ✓ leverage your networks to find the best people
- ✓ select candidates based on competence, culture fit, and career and role fit
- ✓ ensure candidates have an accurate view of the role and what they are signing up for.

Common mistakes to avoid

The most common mistakes I observe people managers make that undermine their ability to successfully recruit include:

- ✗ launching into a recruitment process before knowing what and who they are looking for

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Chapter summary (cont'd)

- ✘ failing to take the steps necessary to allow them to accurately assess each candidate
- ✘ compromising on culture fit because a candidate has the skills or experience they are looking for
- ✘ being closed-minded to some candidates who don't immediately fit their rigid view of the best person for the role.

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About the author



Karen Gately is a passionate optimist with an unwavering belief in the power of the human spirit. A speaker, adviser and educator in the fields of human performance and leadership, Karen brings a fresh perspective to the art of being a successful manager. With her focus on leveraging both talent and energy, Karen shows leaders how to drive performance through inspiring, results-based leadership.

In this and her first book, *The Corporate Dojo*, Karen presents a compelling argument for why focusing on both results and people is critical to success. Karen does away with ambiguous concepts and arms leaders with realistic strategies and practical solutions. Her pragmatic, uncomplicated and down to earth approach sets her apart from many other commentators in her field.

Throughout her corporate leadership career, Karen has worked in client service, strategy and planning as well as quality-management roles. After eight years with The Vanguard Group, where she was the head of human resources for the Asia-Pacific region, Karen founded Ryan Gately, an HR consultancy based in Melbourne, Australia. Together with her team, Karen works with organisations large and small across a broad range of industries to support them in building and leveraging talented and energised teams.

Karen's approach is deeply rooted in the 25 years she spent training and teaching karate. At the age of 14, Karen was the youngest person to be awarded a 1st dan black belt in Shukokai karate. She then went on to be graded to 3rd dan after many more years of dedicated training and teaching. A multiple-time winner of state, national

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Karen holds a Bachelor of Applied Science and Master of Business (Human Resource Management). She lives in Melbourne with her husband, Kevin and their three children—Jordan, Callan and Tamsyn.

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