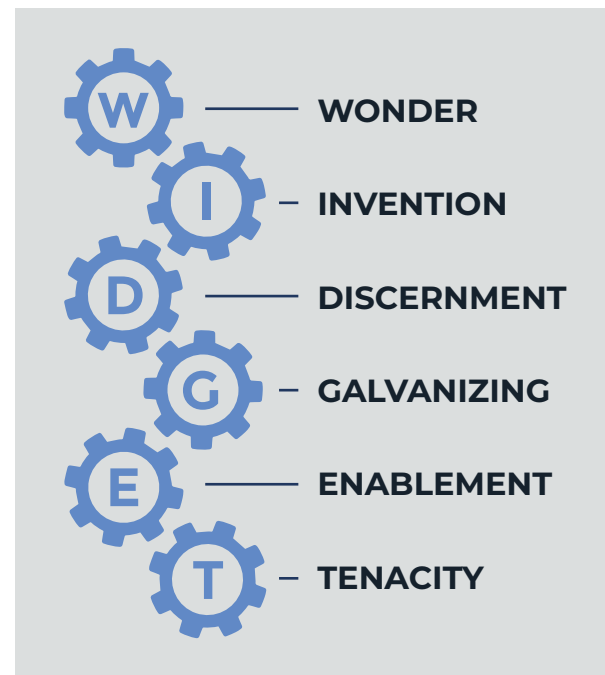**The 6 Types of Working Genius is one of the most effective tools for ensuring that new hires are best suited for a particular job.**

There are a few simple steps involved in putting this tool to use.

But there are two things to consider before proceeding with those steps:

1 First, the cultural fit of the candidate is even more important than his or her skills. Assessing a candidate for values is critical.

2 Second, ensure that the new position is truly necessary and that it couldn't be more effectively addressed by reorganizing the rest of the team according to their respective geniuses. Looking at a team map is a great way to discover whether that is possible.

Okay, assuming that the position is necessary, here's a simple approach for using Working Genius to ensure that you make the right hire.

W —— **WONDER**

I – **INVENTION**

D —— **DISCERNMENT**

G – **GALVANIZING**

E —— **ENABLEMENT**

T – **TENACITY**

STEP 1:
Define the Tasks

STEP 2:
Identify the Geniuses

STEP 3:
Decide Required Geniuses

STEP 4:
Define Limitations

Step 5:
Assess Fit

STEP 1:

Describe the specific tasks involved in the job you are trying to fill, beginning with the most important or frequent ones.

Remember, the key to this entire process is ensuring that the needs of the job most effectively match the genius profile of the candidate so that he or she will have the greatest likelihood for success in the shortest time possible. But don't assume that the title of the job is sufficient. If we get this part wrong—and so many organizations do—the chances for a successful hire are very low.

> **Example One:** Consider a phone-based sales position. It is easy to assume that a sales role would require a generic set of skills. However, in one particular organization, the required tasks might include the following: making a high volume of calls every day, recording call logs to create accurate, detailed files for each client, quickly assessing a client's situation and needs, convincing the client that you have something that they need, following up with the person to ensure that a meeting is scheduled.

> **Example Two:** In another organization or industry, a phone-based sales position might include different tasks: keeping in touch with existing clients and building lasting relationships with them, inquiring about the success of their current projects and whether they are completely satisfied, assisting them in their needs, recommending to them new solutions or products that the company offers to address their situation.

The point here is simply that two positions with the same title or general job description can have vastly different task requirements.

STEP 2:

Identify the Working Geniuses that conform to those tasks.

This is pretty straight-forward but so important.

In the first example on page 2, the desired geniuses would seem to be *Tenacity*, *Galvanizing*, and *Discernment*. Tenacity is involved in having the discipline to meet goals and track activities for the number of daily calls. Galvanizing would relate to convincing people to listen and take action. Discernment might be necessary to assess people's situational needs.

In the second example on page 2, the types represented would seem to be *Enablement*, *Discernment*, and *Tenacity*. Enablement relates to being keenly aware and responsive to the needs of the client. Discernment would be necessary to match appropriate solutions with client needs. And Tenacity might be required to ensure that clients get what they need.

While there may not be a clear definition for the perfect 6-letter description for each role, getting **directionally clear** on the most important geniuses is critical and makes it easier to take the next important step.

STEP 3:

Decide which genius, if any, would be _required_ in a candidate's area of Working Genius (their top 2).
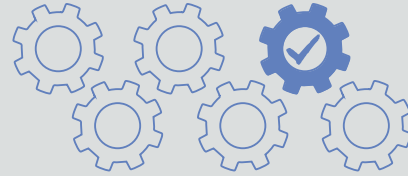
For instance, in the first example, a hiring manager might insist that a candidate has Tenacity as a Working Genius. In the second example, the required genius might be Enablement. This might depend on what the hiring manager is willing to coach around or tolerate in a hire, and that may depend on the pool of candidates or the market for talent.

STEP 4:

Decide which genius, if any, _cannot_ be in a candidate's area of Working Frustration (their bottom 2).
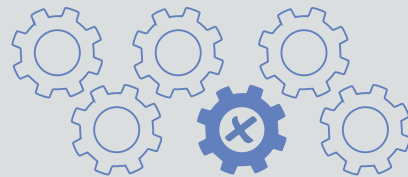
For instance, in the first example, the hiring manager might very well decide that a candidate cannot have Galvanizing as a frustration, as this would prevent anyone from succeeding in that role. In the second example, the candidate might be precluded from having Discernment. This depends, again, on the requirements of the job and the flexibility of the hiring manager, given the market for employees.

STEP 5:

**Assess a candidate's fit
for a particular role.**
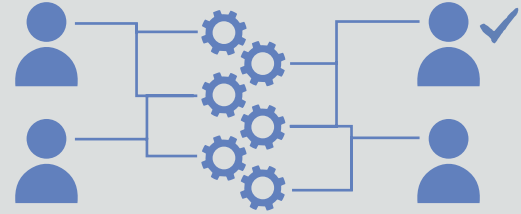
The Working Genius model is a great way to assess whether a candidate is a good fit for a role, even though hiring managers cannot usually ask candidates to take assessments during the hiring process. The key is being extremely clear and honest with candidates about what will be required of them and helping them understand that it wouldn't be in their best interest to take a job that would put them in a position to struggle or fail. In other words, it's in everyone's best interest to ensure that there is a good fit.

And while clarity and honesty are most important, it's certainly good for hiring managers to know how to interview people to get the best understanding of their gifts as they relate to the Six Types of Working Genius.

THINGS TO CONSIDER DURING THE INTERVIEW PROCESS

The most important part of interviewing is being clear about what skills you are looking for and then making the interview with the candidate as revealing as possible. The key is sticking to a few concepts, all of which may seem obvious but are too often overlooked.

1 Don't Be Generic

This first one is the most obvious of all, as it is largely the point of this entire tool. Still, it's worth stating. Too many interviews are so generic that they provide little or no insight into whether a candidate is well suited for a particular role. Instead, they leave interviewers with extremely general assessments. "She seems like a nice person. I like her." If you're looking for a person with the Genius of Tenacity, being specific about these needs is critical.

2 Scare People with Sincerity

Many people will try to get a job even if they don't necessarily fit the profile, but very few will do so if they know that they're going to be held accountable, day in and day out. Keep pressing them about how serious your company is about your values and the expectations of the role. If they don't seem enthused by the prospect, they might not be a fit.

3 Make Interviews Nontraditional

It is amazing that most interviews are still the same stilted, rehearsed, and predictable conversations they were forty years ago. The problem is not that they are boring or archaic, but rather that they aren't effective for discerning whether a person has the skills and values that match an organization or a team. If you're able to, take interviews out of the standard office setting to test how candidates behave in the "real world."