

Chapter 3

Intuitive Hiring

[This is a chapter from Intuitive Leadership Mastery, find more at www.intuitiveleadershipmastery.com – Michael]

“Intuition is the key to everything, in painting, filmmaking, business - everything. I think you could have an intellectual ability, but if you can sharpen your intuition, which they say is emotion and intellect joining together, then a knowingness occurs.” - David Lynch, director and author.

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Why Intuitive Hiring

You probably already use your gut instincts as part of your hiring process. In this chapter, we look at how you can ramp up that skill to make better and faster hiring decisions.

The problem often faced by business leaders in this arena is that traditional hiring can be a time and money sink, and there's no guarantee that spending those resources will result in you hiring the right person. And poor hires can cost you and your team even more time and money!

When I used to do hiring the “logical” way, it took forever. I thought I had to go through every resume in detail and make pro/con lists and spreadsheets to try to figure out the best candidate to hire for every single position.

Now what I do instead is to get clear about who my ideal candidate is — what kind of skills and personality traits they need and so on. I'll take the list of candidates, and look for a “sticky” sensation. Either I'll feel down the list with my hand or let my eyes track above it, looking for the name where I sense a drag or impulse to stop, and I start with that person. Those are two ways to access selection. They just jump out.

I ask myself: WWIT (What Would It Take) for the ideal candidate to jump out at me? And soon enough they do. How this information comes to you depends on which way(s) you access your intuition. Some people are visual, some people hear stuff intuitively, some people feel it as they're more kinesthetic. Some people just get a “knowing.”

A CEO at one of my workshops said about a recent hire:

“The person I hired stood out when I was looking through all the proposals. Hers was one that I immediately felt good about, but I felt like I still had to do a lot of testing with this candidate and other candidates to be satisfied (that) she was going to be the best ... And she was the best.”

This would be a great place to use an Intuition Journal (see Chapter 3) to write down something like “I had this first impression that Joan would be a great fit. Then I went through another four days of analysis and ended up hiring her as the best candidate.”

If you don't feel comfortable making this decision without doing all of the other checking, then ask yourself a WWIT. What would it take for you to be comfortable making that decision without needing to do all the other analysis?

Perhaps you find a way to protect your downside if you do make a hiring screw-up. Accept that you are learning and playing with it — what's the worst that could happen? And how can you minimize the consequences? For example, you might give your chosen candidate a week's paid trial, with no obligation if things don't work out.

Eventually, starting the process by following your intuition can reduce stressful hiring by 90%. But initially you might choose to still go through your entire current hiring process while supplementing it with your new intuition skills.

Think of it as training wheels for your intuitive hiring skills. You didn't immediately learn to ride a bike the first time you got one. You had little training wheels. But after a while you learned to trust your ability to ride without them. It is the same with intuitive hiring. You use your intuition to pick an ideal candidate. You follow the process you use already. Then you compare the two. It is key to write down your intuitive information when you get it, because it's easy to forget these intuitive messages.

The following tools in this chapter are independent, and you can pick and choose which you want to play with adding to your hiring process first. There is no need to add all of them at once — just get used to adding them in one at a time!

True Costs of Poor Hiring

Have you considered what the true cost of just one bad hire is?

Incompetent staff don't just create a technical issue of poor work quality and missed deadlines, but they also tend to demoralize the other people on your team. Good workers will wonder why they should go the extra mile on doing good work when you hire and keep poor performers. They may also resent the sloppy worker leading to decreased team communication and output. Bad hiring can significantly increase turnover cost.

If you have to bring a new person into your team to replace someone else, you will pay for the learning curve and training time to bring them up to speed. This is a cost not only to the new person's time but also all the people who have to help him or her. In larger groups, there's a lot of time spent communicating between team members. Every time you change team members, it adds to your cost. And this is in addition to any direct hiring costs like staff interviewing time, advertising and recruiter fees!

There are also the lost opportunity costs of work you couldn't get done because you didn't have the staff in place to get the job done, and the cost of upsetting the good team members you have due to excessive workload.

Here are example costs of a bad hire in my company:

- Direct hiring costs \$3,000
- Wasted training time for you and your team \$10,000
- Lost management time \$5,000
- Firing time and costs \$6,000
- Risk that good staff on your team leave \$10,000
- Lost opportunity cost \$50,000

Total: \$84,000

I don't know exactly what numbers you have on these bad hiring costs, and typically it is in the tens of thousands of dollars range, so you really want to avoid hiring any bad staff! This is even more true the higher the level the position you are hiring for (managers, VPs).

Because of the costs of a bad hire, my rule is:

If the candidate is not a "Hell Yes (hire)" then it is a "No hire." No maybes.

Are You Ready?

Are you ready for this change to your company of adding a new position or changing who does this job? Often a new hire won't go smoothly or will fail (quit or fired) because you have old patterns of self-sabotage in the way. If you notice any discomfort during the hiring process, then use the Youngest Age Pattern Recycle tool from Chapter 6 to clear it before you start your next hire.

Clear Intent – Your Ideal Candidate

Before you start asking your intuition for help on successfully filling your position, you must have super clear intent as to what you want and don't want.

- What is your ideal person for this position?
- What skills, characteristics and energy do they have?
 - Which ones must they have?
 - What ones would be nice to have?
 - What ones must they not have?

Your list of "Not haves" may be especially clear in your mind if you recently fired someone from the position who you thought would be a good fit but later turned out to be a disaster. Rephrase these negatives to the positive.

- Must not be a complainer → must have positive attitude

- Must not be late to meetings → is always on time to meetings

Note: Your ideal candidate may not be someone else's ideal candidate. Make your list unique to you, your business and the position.

Your intuition can help you in getting clarity by asking yourself WWIT (What Would It Take) to know what an ideal candidate is for me?

You may also draw on your own past experience with hiring and managing or the experience of other people you know who have been doing it for longer.

It may also come from perusing other people's job ads to find missing characteristics.

It may come from hiring several candidates for paid trial periods, not keeping them and repeating until you are clear what you want.

Why is clarity of your ideal candidate important? Because when you are clear, the WWITs work much better.

Example ideal candidate bullets for a marketing manager:

- You are a creative person who is passionate about implementing effective marketing campaigns.
- You are a genius at getting other team members to perform their best and beat their job metrics.
- You live and breathe GTD and get it all done on schedule every week.
- You love tasks to be organized and clear and change anything that is not to be that way pronto.
- You have a natural curiosity that drives you to learn, research and investigate.
- You have done some amazing work to date and are certain your best work is still ahead of you.
- You have an irrepressible joie de vivre that permeates your work and elevates it from good to great.
- You know that great marketing is the result of both your spiritual side and your practical side.
- You are good at working remotely, working smart for results and working reliably.
- You love to get results and track different marketing approaches obsessively to optimize your campaigns. You have a secret romance with numbers and statistics that makes this part of the job fun.

Are you an Ideal Candidate for Marketing Manager?

You see both the big picture of marketing goals (strategy) and can execute on the details (tactics) via a team. You love using and learning new marketing technology from CRMs to email marketing software. You are out of this world at getting results from other people doing the work details. You have organized marketing and managed people before, but not necessarily in the same position or the same way we do things.

WWIT to Attract An Ideal Candidate?

Now you are ready to use some WWITs (What Would It Take).

- WWIT to attract an ideal candidate?
- WWIT to attract an ideal candidate who can start by or before the end of this month?

As always with WWIT, you want to TLC (To the Light, Connect) first to get the best results. Then ask the question and see what inspired actions come to you. If you have resistance or blocks to this hire, you may need to ask the WWIT many times over several days to hear your intuitive answers.

You only need to hear the next step to take, not the whole plan and who you will hire.

For example: WWIT to attract an ideal marketing manager?

Inspired Actions:

- Posting a job ad in a certain job board
- Asking a friend for a referral
- Looking through your LinkedIn connections to see if someone jumps out at you
- Searching for that kind of person on LinkedIn.
- Who do I know in LinkedIn who is a marketing manager? If they are not available for this job, then who do they know?
- How could I use FB ads to find an ideal marketing manager?
- How can I have a better job ad than my competitors?
- What kind of salary will attract this person?
- Where do people like my ideal marketing manager hang out? Are there groups or conferences for them?

Start taking inspired actions and notice what candidates you are attracting.

WWIT For Your Job Ad to Stand Out?

As well as describing your ideal candidate, what the job consists of and what it would be like to work for your company, you want your job ad to stand out so that it attracts ideal candidates. Here are three ways to do this:

On a practical level, how you phrase the job and your company makes a big difference. You can go further by adding photos or a short video.

Whatever you do, it has to have energy. To understand what I mean, look at other companies' job ads. Browse a job site such as Monster or Craigslist and look at the job ads, but don't read them in detail. Just feel their energy. Some of them feel bright and shiny, like, "Wow! I'd like to work there." And some feel like, "Ugh, my god! What's going on here?"

Applicants may not be conscious of the job ad energy on a conscious level, but on their subconscious level, they get what energy you're putting out. So do some energy work to make your ad more bright and shiny.

Here are two ways to do that:

The first is to add light to your job ad. This will make it stand out to potential job applicants.

To do this, TLC yourself (To the Light, Connect from Chapter 1). Then TLC the job ad - imagine light coming from above and below into your job ad. Making it shine brightly and attract ideal candidates. It is the same process whether the ad is online or in a newspaper.

Tool: Meeting Magic

The second method is to use meeting magic on the ad.

Here is how. I am assuming that you already have an ideal candidate description and a good job ad.

- TLC (To the Light, Connect) yourself (see Chapter 1).
- Visualize a room. This is either your actual interview room or a virtual room where you will read resumes and talk with candidates on the phone.
- Put white roses in each corner to clear the energy of the room. (A rose is a spiritual symbol for pure energy).
- Put a rose by the door. Its job is to stop any bad candidate from getting in. Only ideal people are going to come into this room for the interview.
- Then list all the characteristics you want for this job hiring. For example:
 - Successful
 - Easy
 - Joyful

- Whatever kind of experience you want this to be for you and the applicants. That's the intent you put into the meeting.
- Visualize those words going into the room with light from above and below

While we use meeting magic for hiring, you can also use it for sales phone calls, deals, any type of place where you have to meet people or just regular meetings. You can do this so that it excludes unhelpful people from the meeting. And you set the intention as to what type of energy you want to come out of the meeting. Do you want a decision to be made in the meeting? Do you want people to be energized by it? Depends on what your intention is for the meeting.

Meeting Magic is from the book "What Do You Mean the Third Dimension is Going Away" by Jim Self

Use Gates and Delegated Process

If you do the shining of your light and attracting well, you may get inundated with candidates responding. It is not unusual to have hundreds of responses.

But remember that:

You only need to hire the first candidate that is a fit to your ideal list. No need to review all candidates.

The faster you hire an ideal candidate, the faster they can join your team and you can make back the hiring costs in new opportunities. This is another benefit of getting crystal clear on your ideal candidate before you start your hiring.

One practical method to deal with a lot of applicants is to set up a series of gates that they must pass through. Your assistant checks the early gates and eliminates applicants who don't pass through those gates.

Here is an example Gate process that an assistant can follow:

Gate 1

1. Enter the name of everyone who responds into the spreadsheet with the first date we received information.
2. Then check to see if they followed instructions (in the job ad):
 - a. Did they send a resume to us with a cover letter?
 - b. Did they include links to their social media profiles? (It is OK if they don't have a profile on every network, but they need to have profiles on at least two.)

- c. Did they answer the Easter Egg questions in the job ad? (Easter Eggs are explained below.)
- 3. If they followed all instructions, enter a Y in the Gate 1 column. If not, enter an N and proceed to the next applicant.

Gate 2

1. Now evaluate the resume, cover letter/email and LinkedIn profile:

- a. Is their cover letter compelling?
- b. Do they have a track record of achievement? Do they typically exceed their goals?
- c. Do they have experience in the tasks in the job profile selling to an industry we want to target?
- d. Do they have experience selling to executives (VP level or higher)?
- e. Have they sold near our price point? (Or did they make complex, high-ticket enterprise sales? Low-priced consumer sales?)
- f. Are their cover letter, resume, and LinkedIn profile free of grammar, spelling, capitalization or punctuation errors?

2. Then check their other social media profiles:

- a. Do they have good energy?
- b. Do they understand how to use social media?
- c. Do they treat their friends and others with respect?
- d. Do they rant or do anything else that worries you?

You can find the full sample gates process document in the book bonus resources

www.intuitiveleadershipmastery.com/bonus/

Easter Eggs

I often ask for an Easter Egg in the cover email. This is some simple piece of text that I request somewhere in the middle or end of the job ad.

An Easter Egg I have used with hiring cleaning staff is “Include your favorite color in the first sentence of your cover email.” While you could use that question with any job ad, I tend to create easter eggs that tell me more about the person’s ideal fit for the position.

For a marketing manager position, I used these two Easter Eggs:

- Start your cover message with “My favorite marketing method is” and tell us what it is and why?
- How do you develop and maintain your abundance mindset every day?

Those applicants who don’t do this either didn’t read the job ad fully or who don’t pay attention to details. Out they go!

Of those who do answer the first Easter Egg question, I don’t care what marketing method they mention — I am interested if they have passion for marketing and can write coherently.

The second question tells me if they have a spiritual way of looking at work and do they have a positive attitude. As that is part of my ideal candidate profile, this lets me eliminate bad fits fast.

You can watch a video break down of a job ad include a subtle Easter Egg question and adding light into the ad using TLC in the book bonus resources

www.intuitiveleadershipmastery.com/bonus/

Access Your Intuition to Save Time

When you are first using your intuition, it works best to give it extra material in the physical world to work with. Ask job applicants to provide a cover email, social media profiles or a handwriting sample. This will let you pick up more intuitive information on them.

It also lets you (or, better, your assistant) screen out bad fits using the Gates and Easter Egg processes above.

On a deeper intuitive level, if you have hundreds of applicants, you can pick out the most likely candidates quickly for a closer look. Just ask WWIT to find an ideal candidate fast? Then run your hand over a list of names (either on paper or on your computer screen) and mark the ones that feel “sticky.” Alternatively, look over the list and see where your eye is drawn to. Mark those with colored text and you have saved beaucoup of hours of tedious work!

Now you are ready to evaluate your top few applicants more closely intuitively.

Two Chairs Method

TLC. Close your eyes and visualize yourself and your candidates in chairs that are facing each other (the chairs, not necessarily the people). You are the observer looking at you and the candidate on a stage. Look at them in detail – are they facing you? Or angled towards the stage? Or away from it? Is their head normal size, small or big? Do they have legs and feet? What colors and emotions do you notice about them? Any strange objects around them?

All of this provides intuitive information as to how good a fit they will be. How grounded they are. If there are any hidden issues you should be aware of. Interpret what you notice using your intuition. While lack of feet in their image usually means not grounded in a particular case, your intuition might be trying to tell you something else. Ask it to find out.

You can either use this info as part of your hiring decision, or if you have an otherwise good candidate with some minor issues, you can send light to them to clear any problems. For example, grounding them better. Or getting their attention on you.

Then re-evaluate the visualization to see if they responded favorably or not.

Hiring Joy and Profit Graphs

For any applicant, you can use Joy and Profit Graphs to see how much joy and profit they will bring to you over the years. Visualize each graph in turn.

First the Joy Graph. Imagine how much joy do they bring you over time as a graph. Is it a rising line? Does it go up and down? Does the line suddenly end (they leave/fired)? The line goes downwards – an energy draining employee

Some common possibilities for the graph are:

- On the up and up
- Line ends after so many months
- Up and down
- Downer

Do the same for Profit Graph.

Again, you can both read this intuitive information and if you have a candidate you otherwise like, you can send light using the TLC tool into the graph to fix any issues, for example, to make the joy start at a higher level, to avoid dips, to fix breaks in the line and to lengthen the number of joyful years you work together. After you have done your magic on the graph, check in with it again to see if it has changed how you want it. Some people are easy to shift, others are hardened cases that are not worth the amount of time and energy required to improve them.

Amazing Interviews

To have interviews go well, you can TLC (To the Light, Connect) yourself before the interview. And TLC the candidate. Go up and bring light down into them. Go down and bring light up into them. Expand their heart out as big as the universe.

Then visualize a line of light connecting your heart to their heart. When you have the interview, it's going to flow much more easily. I use this for job interviews on the phone or in person. I also use it for sales meetings. You can use it for any human interaction that you want to go well.

You don't have to tell them you're doing this. You are both going to feel better and perform better in the interview, making it more likely a good hiring decision will be made.

If you have multiple people involved in your interview process, then connect everyone to the light and to each other. For example, with three people you've got a triangle of light between their hearts so that they are all connected together.

With more people, the shape gets more complex, but you don't need to focus on the shape, just that you have commanded that the light connect all of them together.

Graphology for Weeding Out Bad Candidates

When I was starting out on intuitively reading candidates, I used a graphologist to read their personality info from their handwriting. Even asking candidates for a handwriting sample tended to filter out those who were not a fit for my company. Later I went to a graphology workshop and learned to read the signs from handwriting myself at an intermediate level.

If you are new to graphology, then one way to think about it is as micro body language. You probably know that you can tell a lot about a person from their body language and facial expressions – are they open or closed, confident or nervous, trustworthy or duplicitous.

Similarly, a person's personality and blocks comes out in their handwriting. If you have ever tried to change your handwriting, you will know that it is very deeply ingrained. It is very hard for even someone who knows what you are looking for to hide it in their handwriting. And it is impossible to do it in a way that cannot be detected because, to fake it, they have to write much slower than normal and you can see micro shaking in the writing – it just does not flow like normal writing.

Graphology for the Tablet Generation

Perhaps you are feeling hesitant to try graphology these days, especially for the “tablet generation” who don't do handwriting much. I asked a professional graphologist about this issue and here is what she said:

“Graphology is absolutely invaluable even in a culture that types and prints. Everybody learns to write, and everybody has a signature. There are plenty of strokes (and personality traits) that can be discerned from placement on a page, spacing, and so on, even when looking at basic printing. Something as simple as a handwritten thank you note can be quite revealing.

Also, in the signature alone, a wealth of information is revealed. The signature, which is our presentation to the world, often provides us with not only how the individual presents, but also the relationship with family, self-esteem, focus, transparency, anger issues, and communication style. In any context handwriting analysis can provide insight into the deeper or hidden traits that make a person who he or she is.” - Raven Dana, graphologist

Typical issues to look for in handwriting include:

- All caps
- Letters not joined up
- Loops on y and g don't leave the lower zone
- Dotting l's and crossing T
- Where on the vertical Ts are crossed
- Loops and intersecting loops

If you want to interpret handwriting, either hire a professional graphologist or study a book on the subject. There are some suggestions in the Resources chapter at the end of this book.

Intuitive Offers

Now that you have selected an ideal candidate and had an amazing interview, you need to make an offer. How can you know the right amount of salary to offer someone?

Making job offers can be stressful. Will you offer too little and the candidate walks? Or offer too much and overpay?

The answer is to intuit what pay they will be happy with in this job for your company before you construct your offer and intuit what kind of negotiation style will leave them happy with the offer. If it is a straight pay rate offer, you can ask your intuition what figure they will be happy with. “WWIT to know how much they will be happy with in this job?”

Or run your hand down a list of figures that represent potential offers and stop where the list feels sticky. Do this by having a list of possible salaries. Then feel down the list until it feels good or “sticky.” You can also get this salary information in other ways (see the Advanced Intuitive Tools chapter for details).

When I have asked my intuition for the right salary offer, then I have successfully hired people with salaries that my ego didn't think they would take. I assume that they said inside something like "Wow! I really want to work for this company and this is a great opportunity." I don't know what went on in their head, but they said yes and have done great work for me and been happy about the job.

When you meet with the candidate to present the offer, you will get better results if you TLC and Heart connect to them during offer meeting/call. This is the same technique that we used during the interview stage and in the sales call process of Chapter 5. After all, what is hiring but you selling your company and the position/pay to the candidate and them selling you on hiring them?

You can also visualize all hearts connected – them, you, and the team they will work in. This makes for smoother onboarding.

Less Stress Next Time

Often managers wait until someone leaves or there is an urgent need to start the hiring process. This is stressful and makes it harder to access your intuition for a successful hire.

The answer is to “Always be hiring.”

Every week ask yourself “WWIT (What Would It Take) to find an ideal candidate this week?”

Network with potential ideal candidates even when you don't have an open position. Be aware of people that stand out to you on LinkedIn. Listen to intuitive messages about the people you meet.

Keep in regular touch with the future ideal candidate and say that when you do have a position open you will call them. Your rolodex of potential future hires will reduce your stress next time you have to hire fast.

Playing with Intuitive Hiring Tools

If you don't fully trust yourself to use only intuitive tools at first, then add in one or more intuitive hiring methods to your existing process.

This gives you a safety net and provides reassurance that you are hearing your intuition correctly as you play and learn with it.

It is safe to explore the intuitive approaches because you'll still be drawing on whatever experience you have hiring in the traditional way.

Pick one of the intuitive methods and one of the traditional methods that are new to you to add to your next hiring.

Traditional hiring tools list

- Ideal candidate description
- Use gates and delegated process
- Easter Eggs

Intuitive hiring tools list

- WWIT to attract an ideal candidate?
- WWIT for your job ad to stand out?
- Two Chairs Method
- Hiring Joy and Profit Graphs
- Interview TLC
- Meeting Magic
- Graphology
- Intuitive offers

It is ok to use whatever combination of traditional and intuitive hiring methods that work for you at this moment in your intuition learning.

Homeplay

- Write down a bullet point list of your ideal candidate.
- WWIT to attract an ideal candidate? Write down inspired actions and do them.
- Create a Gate process for hiring, including Easter Eggs.
- Play with using one of the intuition methods to find ideal candidates from the list of applicants faster.

Bonus Materials

The bonus materials from this chapter are at www.intuitiveleadershipmastery.com/bonus/

- Sample Gates Hiring document (doc)
- Interview about Hiring with Mads Singers (audio)

- Interview about Hiring with Neil Napier (audio)
- Smart hiring: Job ad breakdown with Willo (Part 1) (video)
- Smart hiring: hiring scar laser healing with Willo (Part 2) (video)