



## TIP OF THE WEEK

January 15, 2008

Marcus Buckingham, author of First Break All the Rules, recognizes that there are four key things a manager must do when bringing someone new on board: select the best individual, set expectations, motivate and develop them.

Typically, this is done by hiring based on experience, defining what steps they need to take to do what's expected of them, helping them overcome their weaknesses and showing them what to do to get ahead.

Buckingham says, and we agree, there is a better way. Select for talent, not experience. When setting expectations, define the outcome and let them discover the steps to achieve it. Motivate by focusing on strengths, not weaknesses. And finally, help the individual find the right fit in the organization where he or she will be able to apply their strengths. That's the way to keep them happy, not just showing them what to do to get the next pay grade.

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Good luck. Work **ON** your business. Stay in touch.

**The Markens Group**

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