

Hiring for Culture Fit:

*Using Organizational Culture to Select
the Right Employees*

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President, Workplace Culture Institute
July 27, 2016

What Is Core to the Culture at Amazon.com?



They Obsess Over Customers

CUSTOMER OBSESSION

START WITH THE CUSTOMER & WORK BACKWARDS



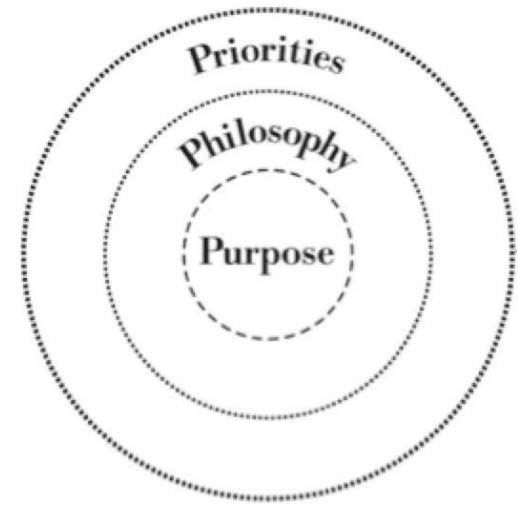
What Is Core to the Culture at UPS?



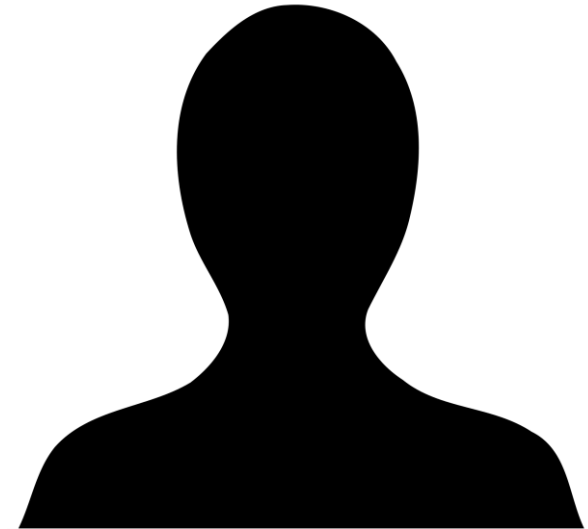
They Are Driven by an Intense Focus on Efficiency



What Is Core to the Culture of Your Organization?



Are You Hiring for Culture Fit?

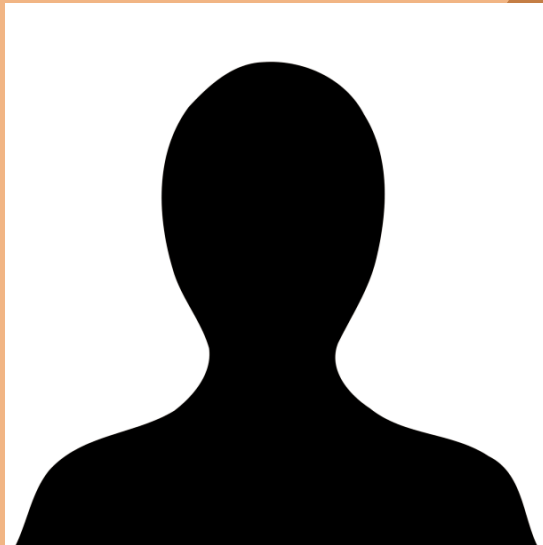


Hire for Job Fit

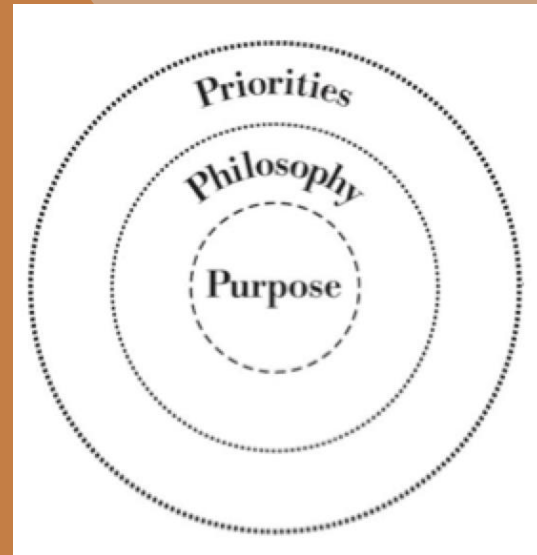


Hire for Culture Fit, Too!

Individual



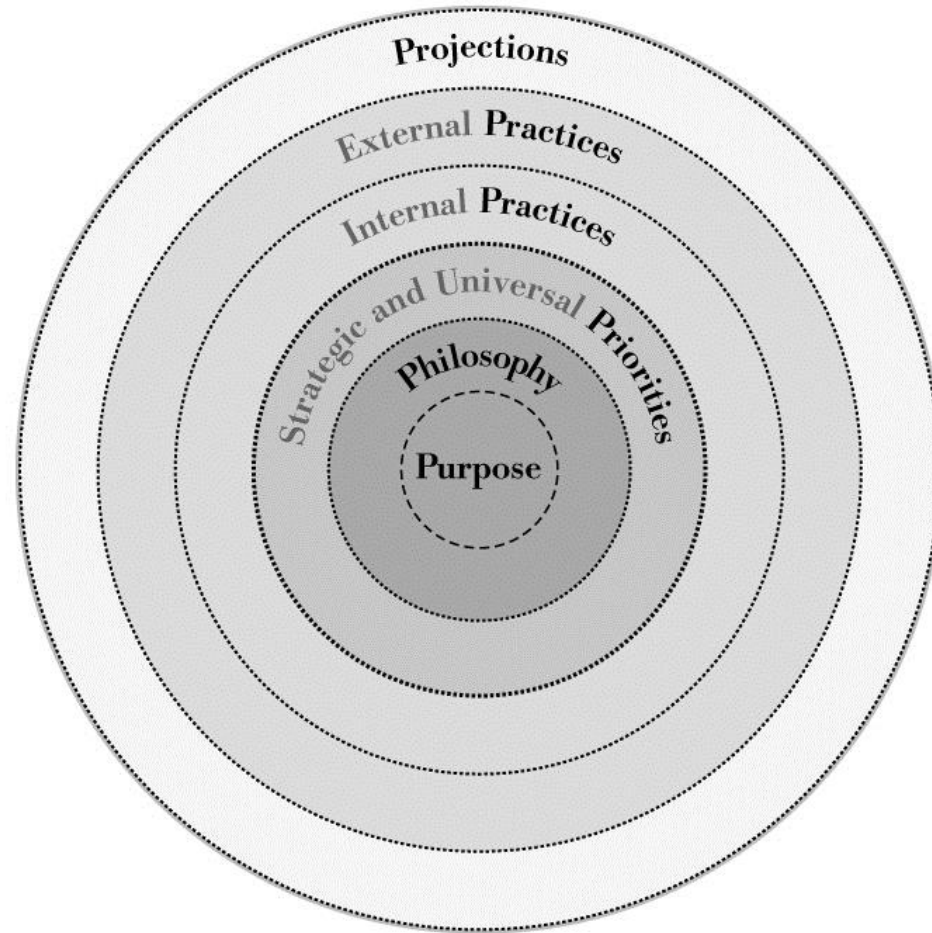
Organization



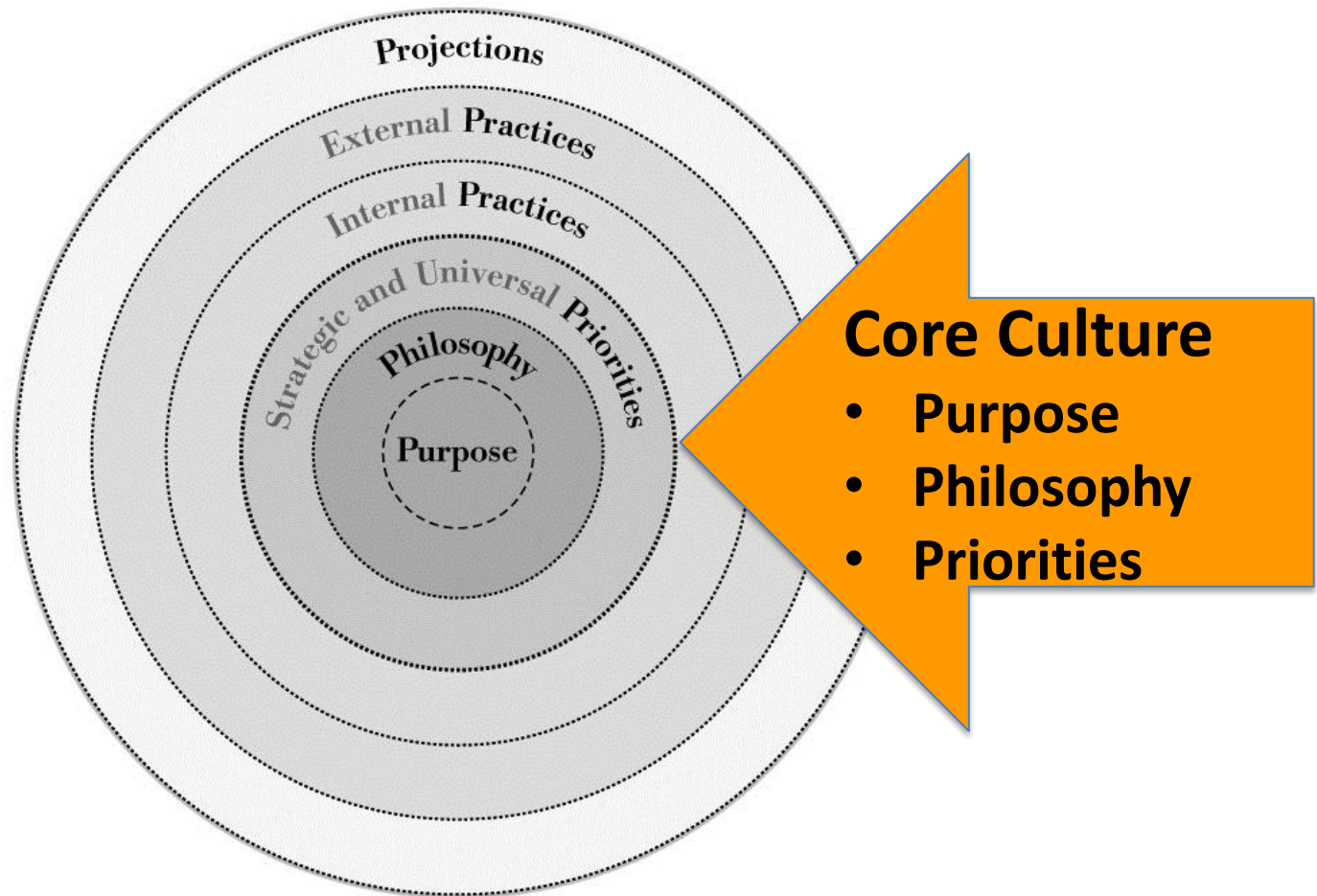
Hiring for Culture Fit Agenda

- **Understand the Five Ps**
- **Define Your Core Culture**
- **Screen for Culture Fit**

Use the Five Ps to Understand Your Company's Culture

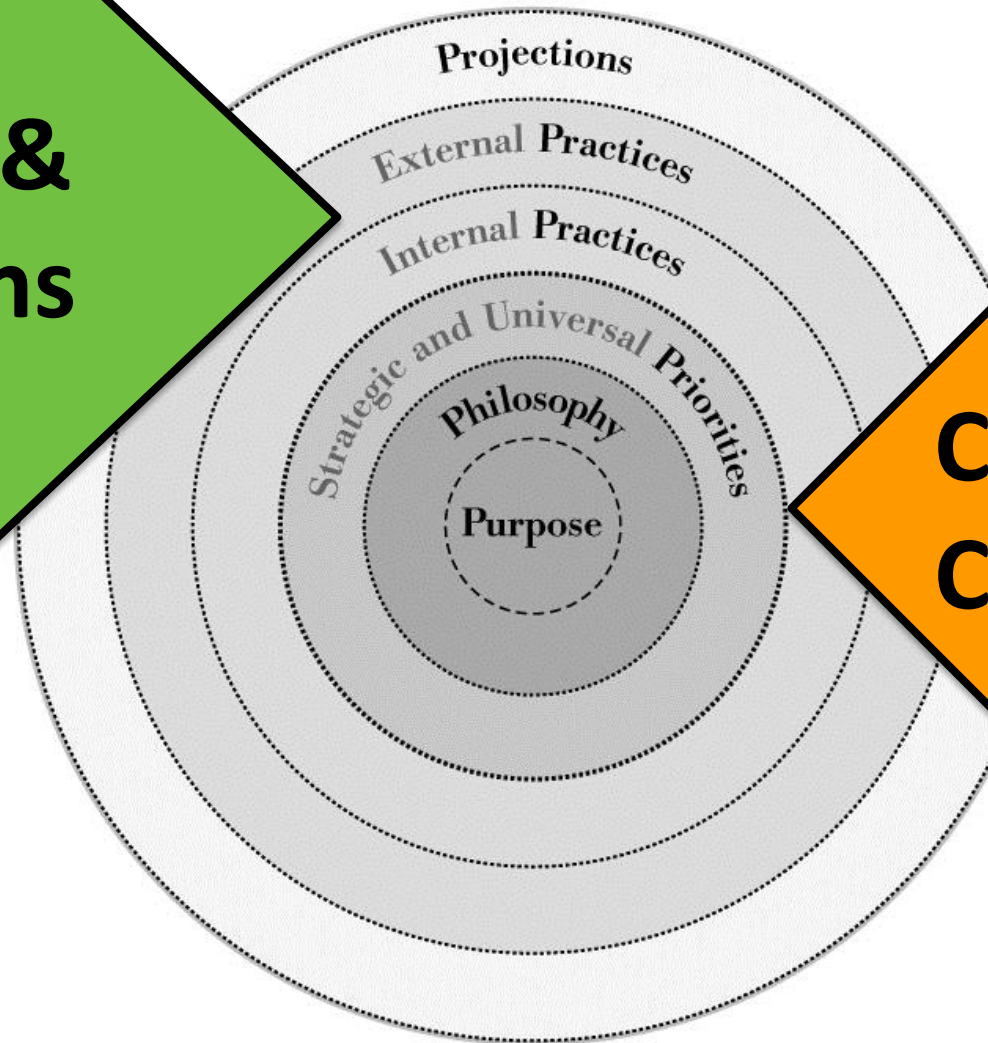


In Great Organizations, There Is a Clearly Defined Core Culture



Employees Practice and Project the Core Culture

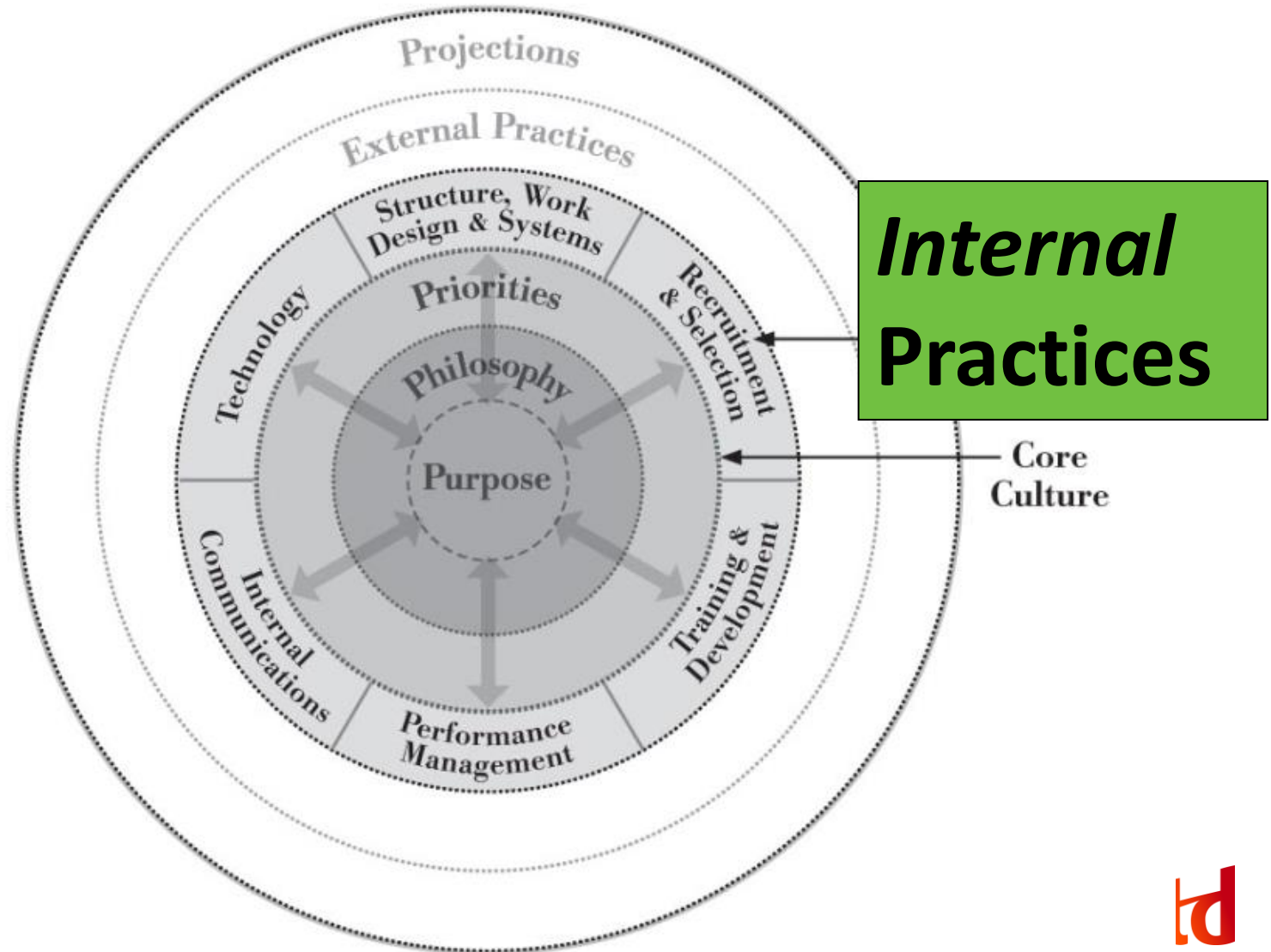
Practices & Projections



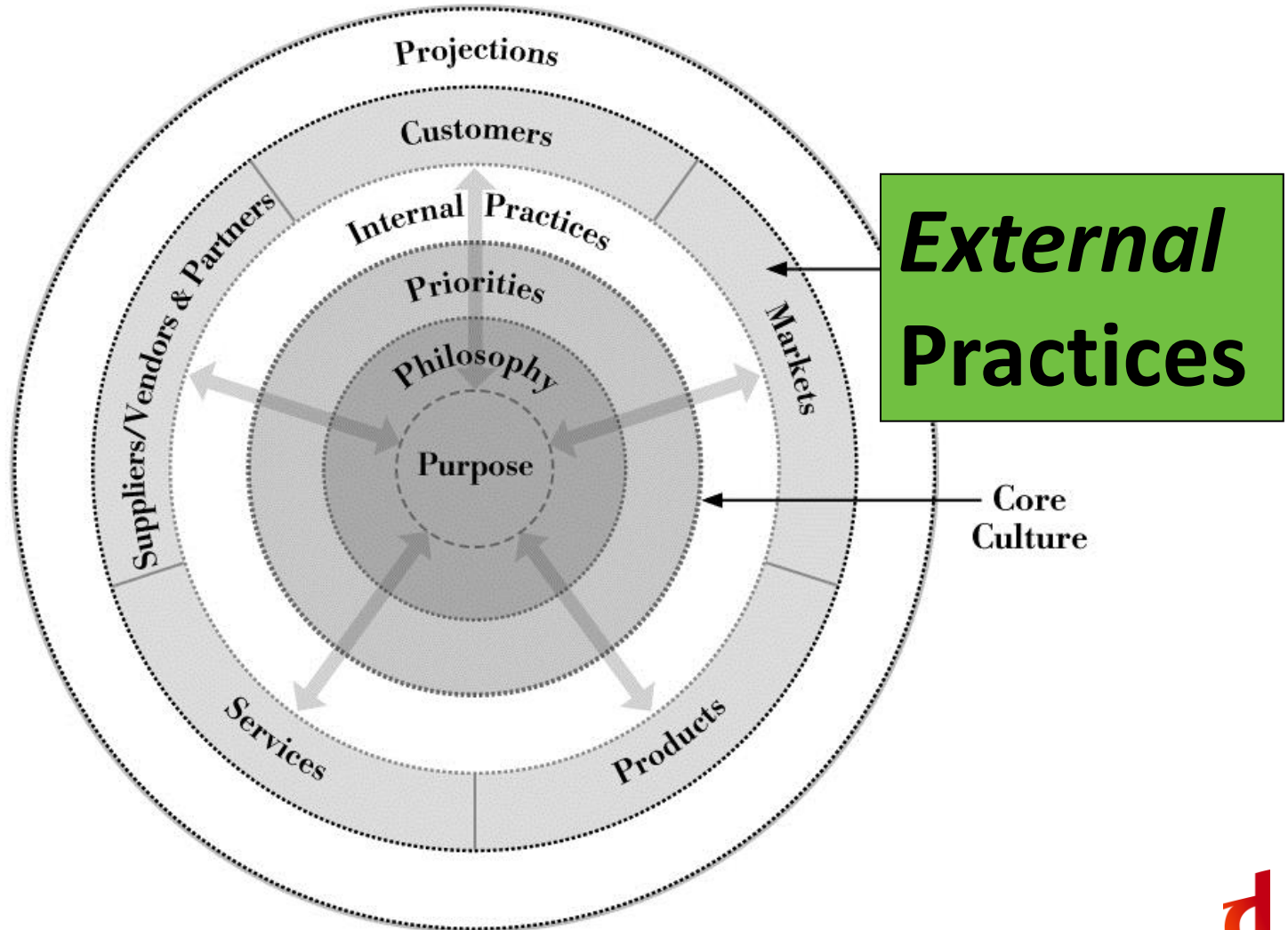
Core Culture



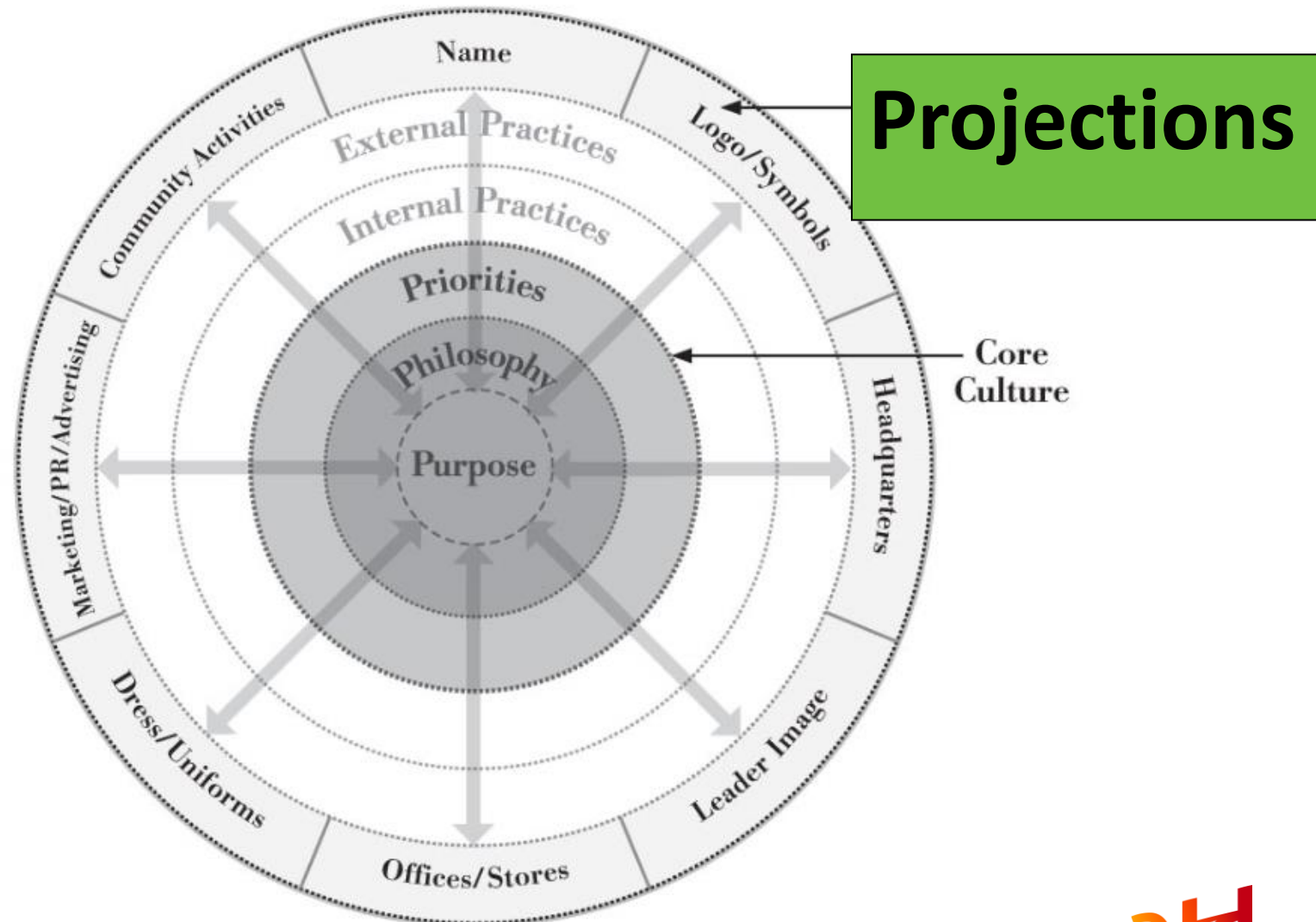
Align *Internal* Practices with Core Culture



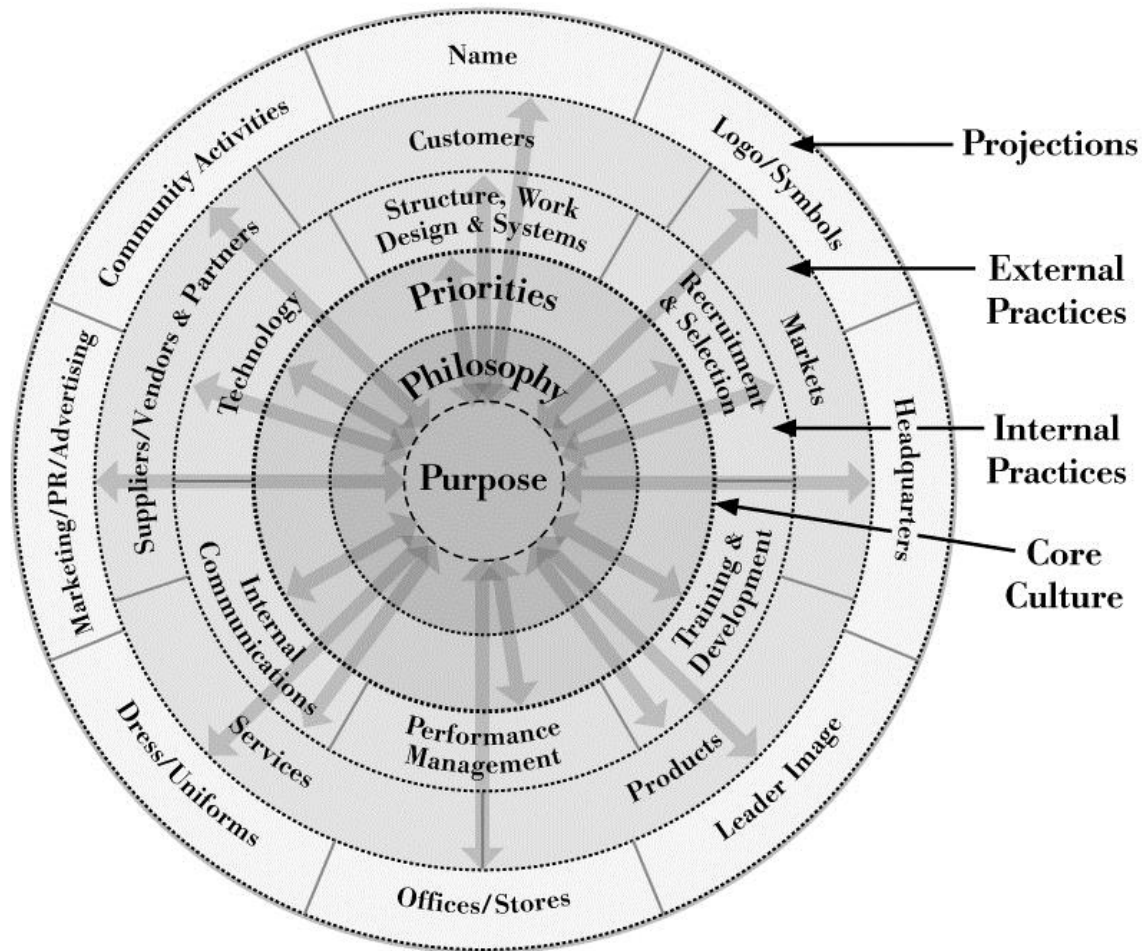
Align *External* Practices with Core Culture



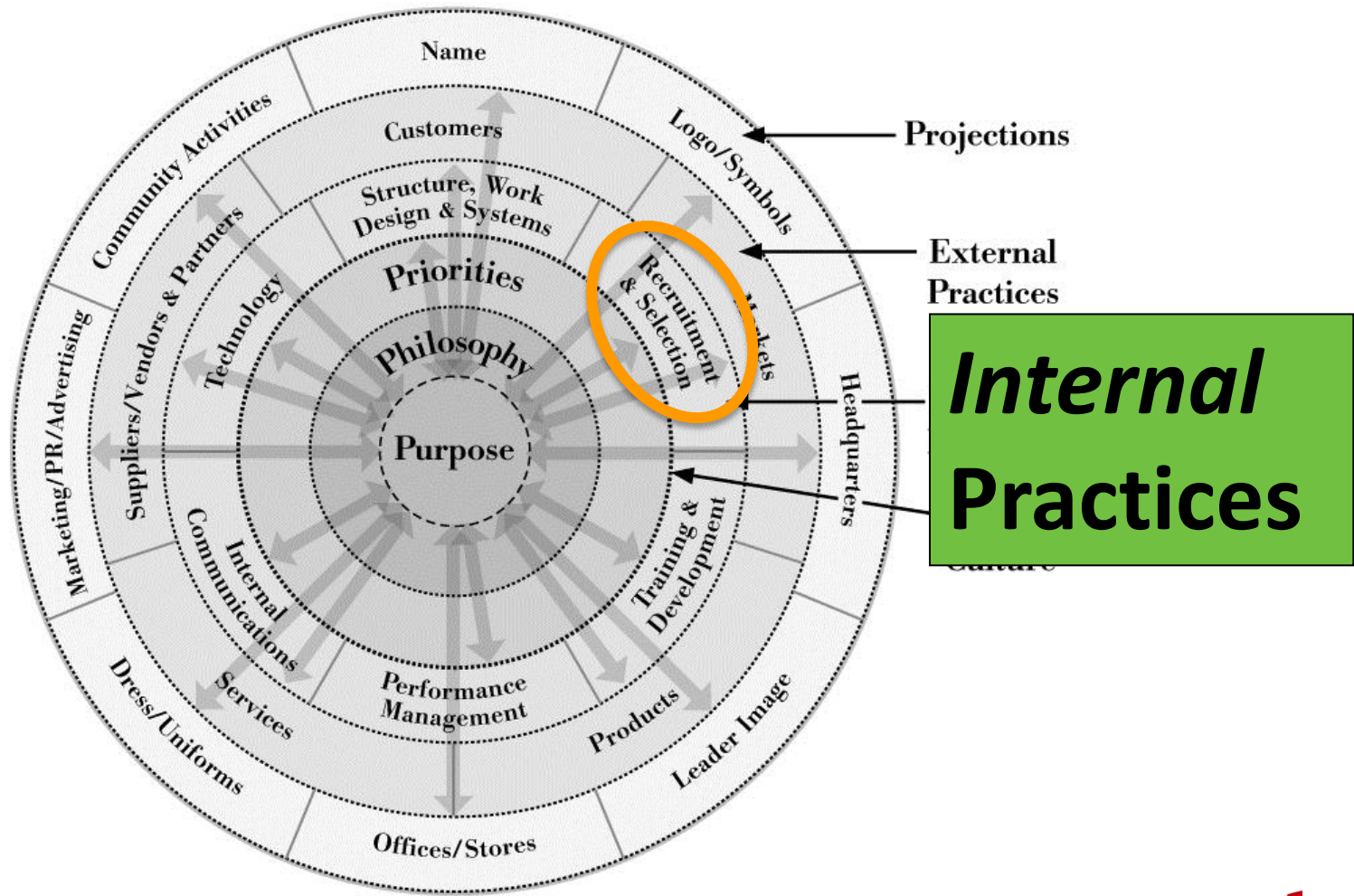
Align Projections with Core Culture



Align Practices and Projections with the Core Culture

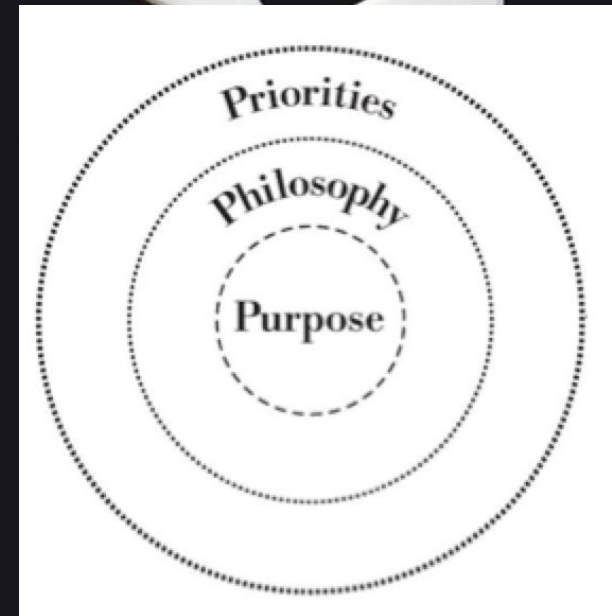


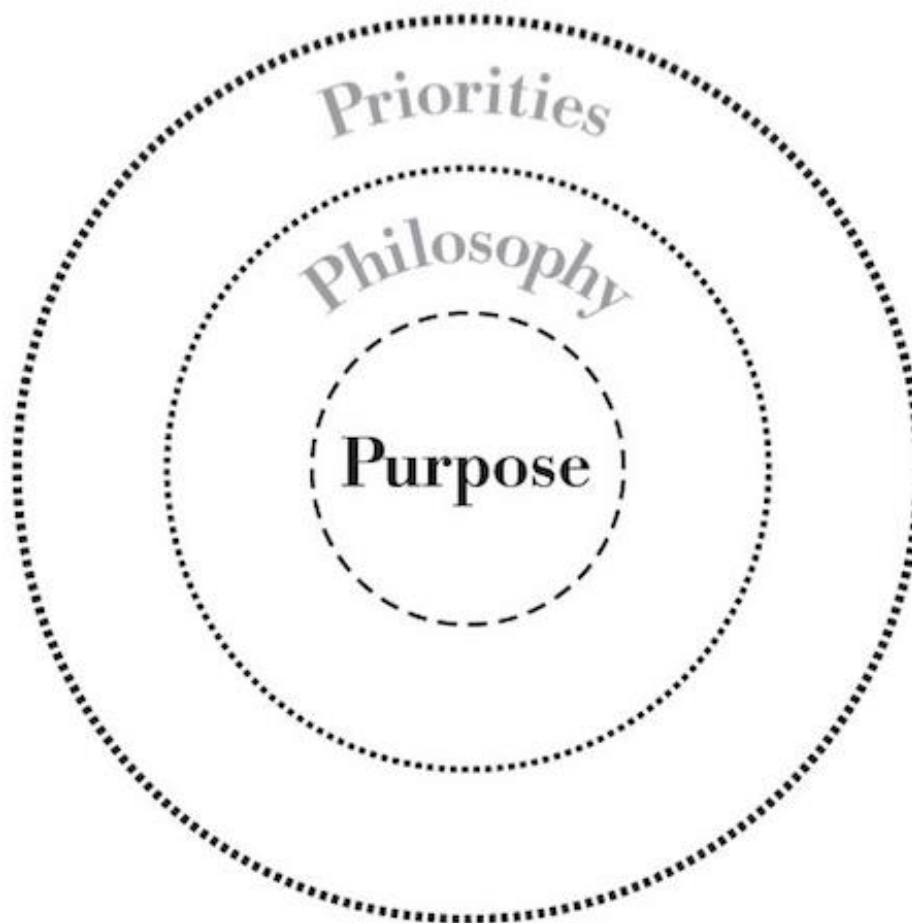
Align Recruitment & Selection with the Core Culture



Hiring for Culture Fit Agenda

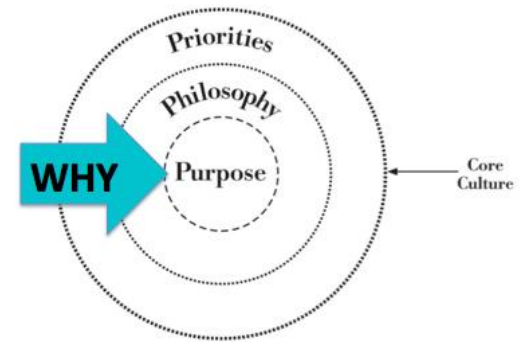
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- Screen for Culture Fit





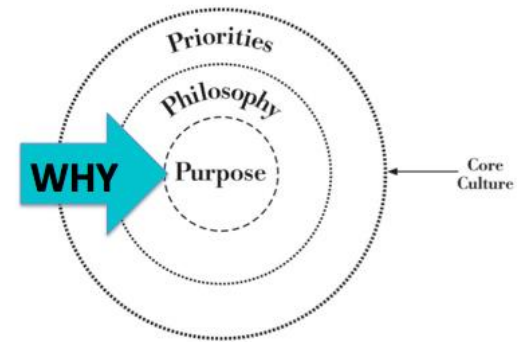
Purpose

Purpose: Why Is the Work You Do Important?



Purpose:

Why Is the Work You Do Important?

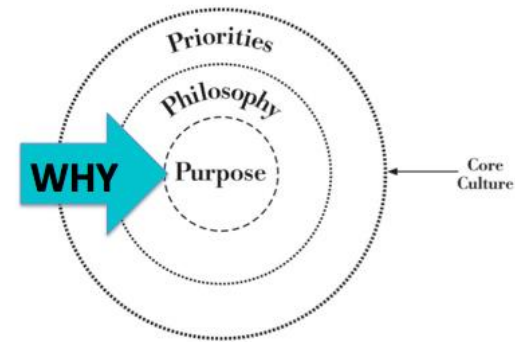


Purpose is not a “What” question

- We educate

Purpose:

Why Is the Work You Do Important?



Purpose is not a “What” question

- We educate

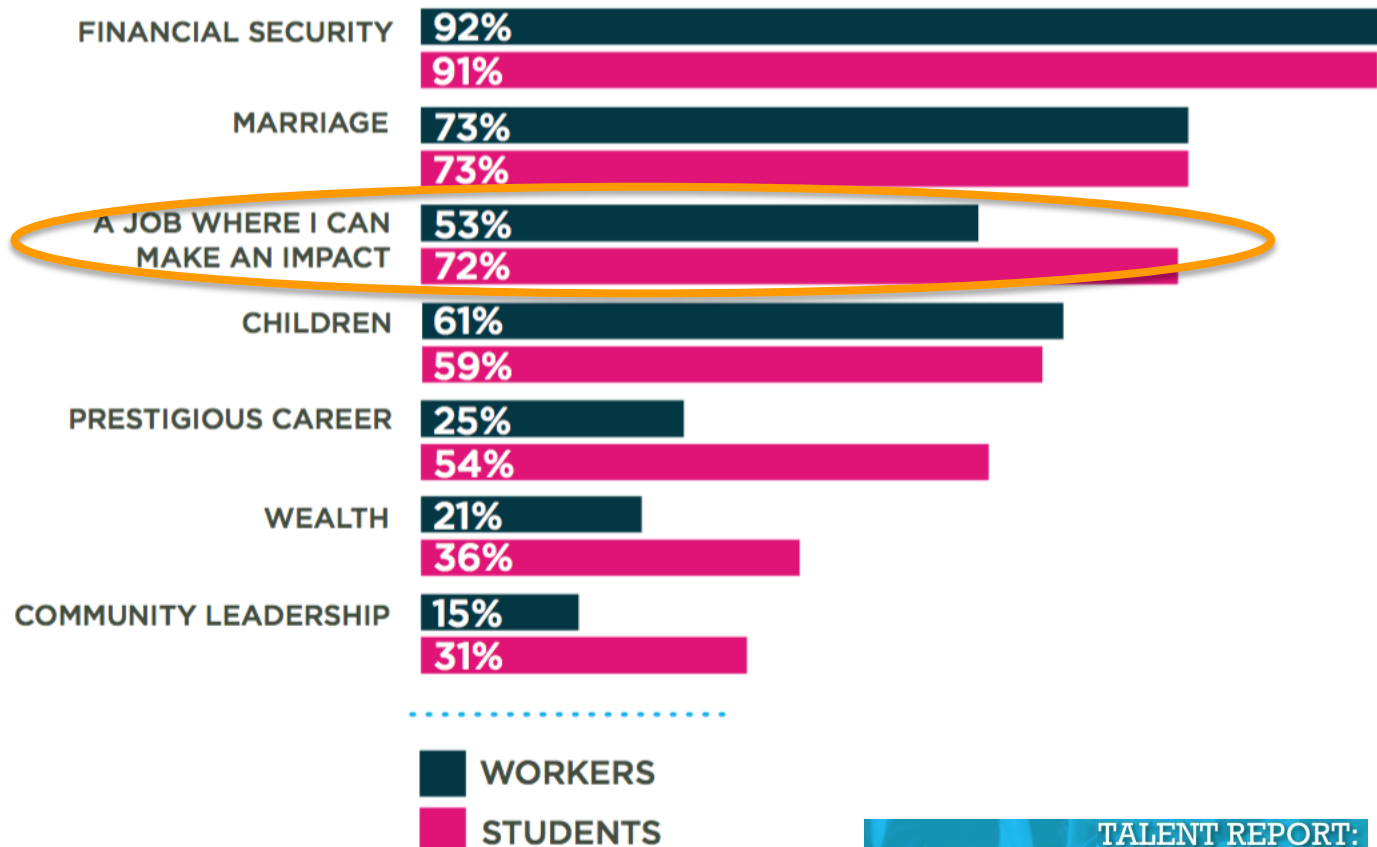
Purpose is a “Why” question

- We prepare people for life
- We empower people to make a difference in their own lives and the world

Making an Impact Matters

FIG. 1

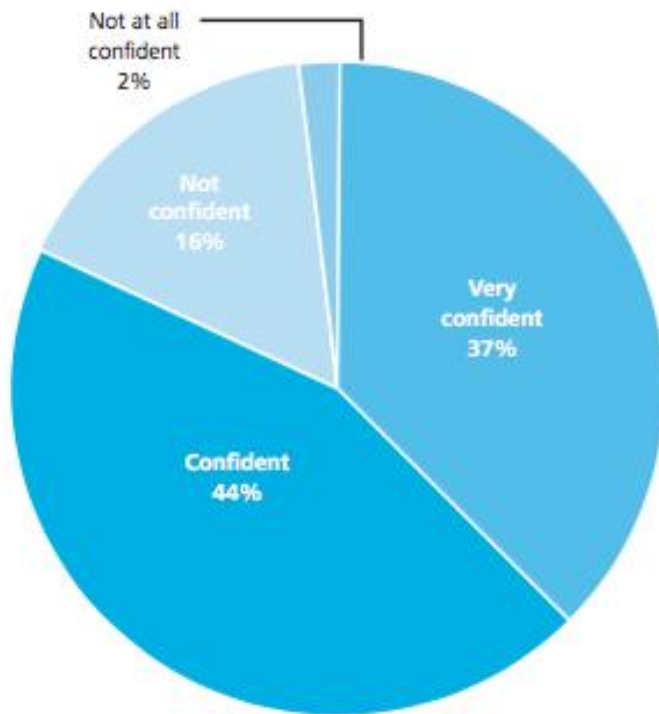
The Following are Very Important or Essential to My Happiness



A Culture of Purpose Fosters a Thriving Business

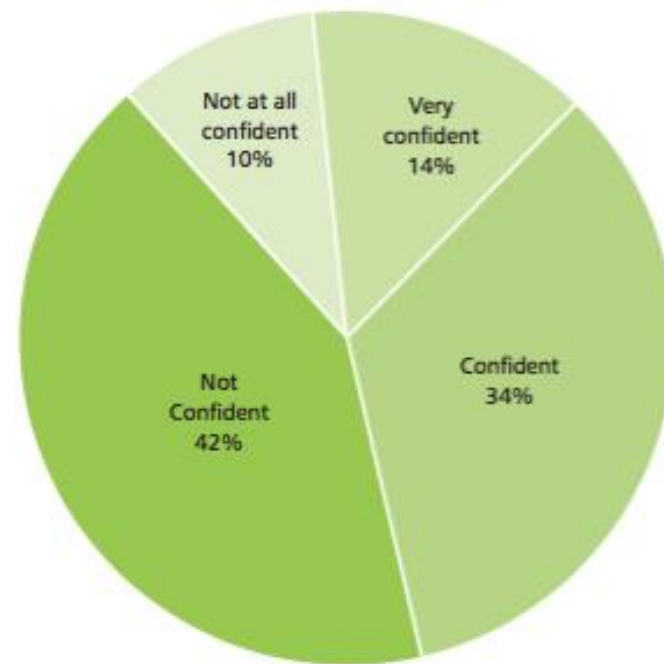
--2014 Deloitte Core Beliefs & Culture Survey

How confident are you that your organization will grow this year?



With strong sense of purpose

Confident/Very Confident total: **82%**



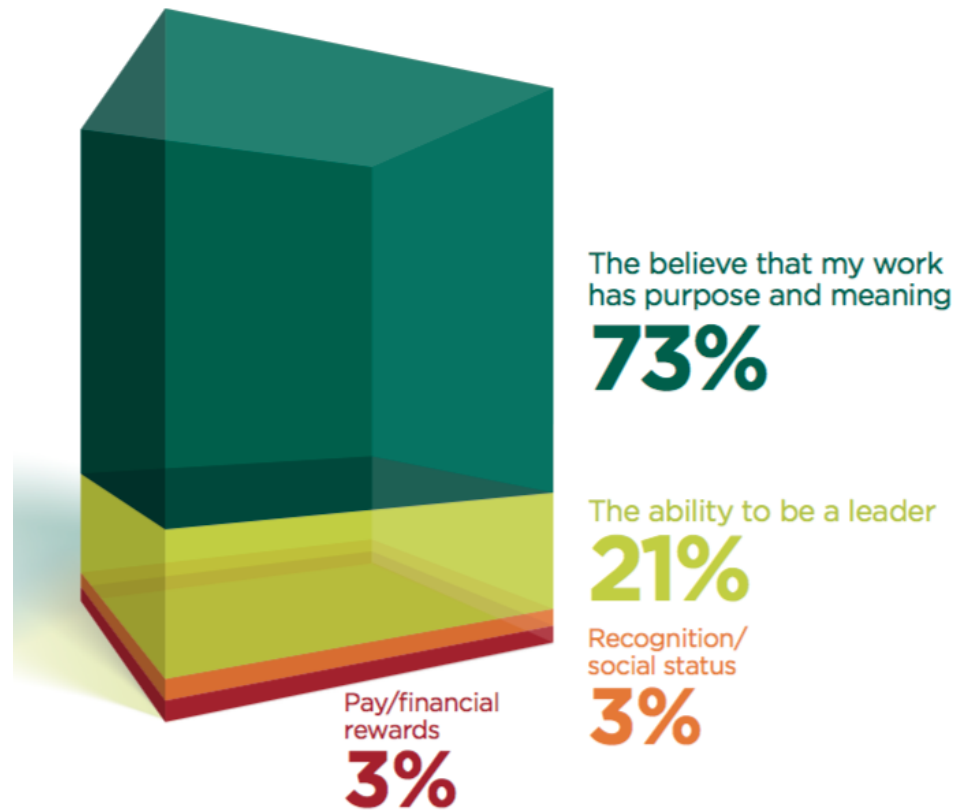
Without strong sense of purpose

Confident/Very Confident total: **48%**

Note: 82% is percentage rounded from 37.4% very confident and 44.4% confident.

Focus on Purpose Is Key to Productivity and Financial Success

What is your personal principal driver at work?



Examples of Purpose Statements

Purpose Statement

We make the world more open and connected.

We nourish families so they can flourish & thrive.

We improve and save lives.

We create happiness.

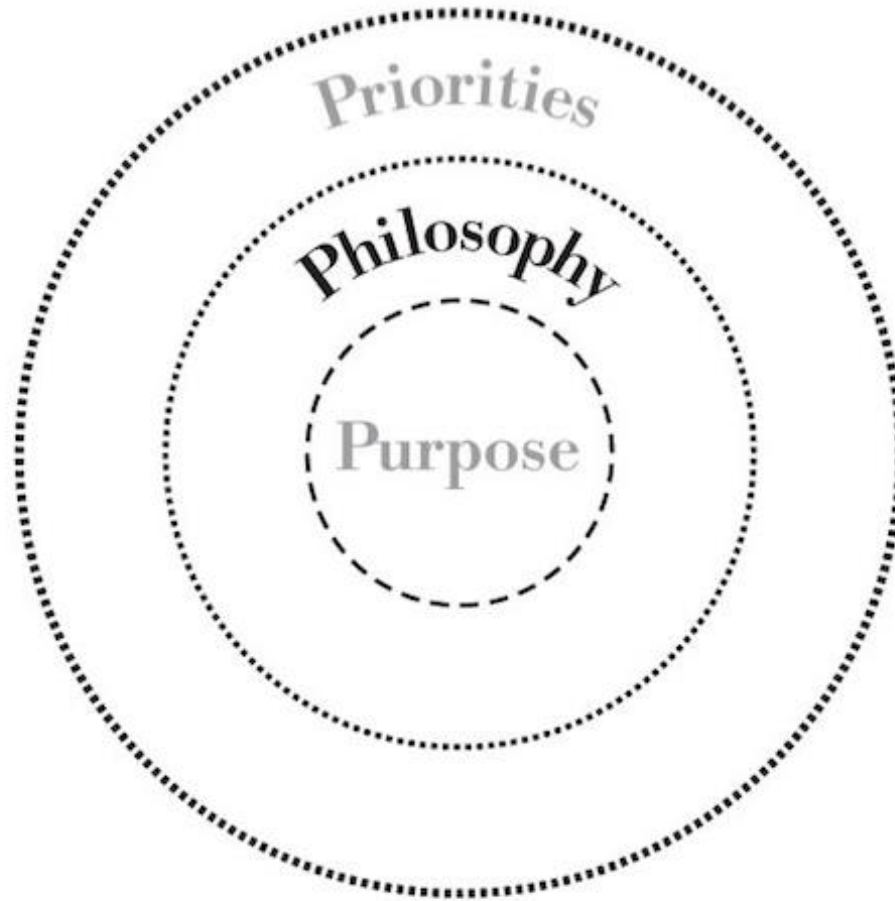
We protect the American people.

We restore hope and opportunity.

Ask Questions to Uncover the Purpose...

✓ What is the purpose of your organization?

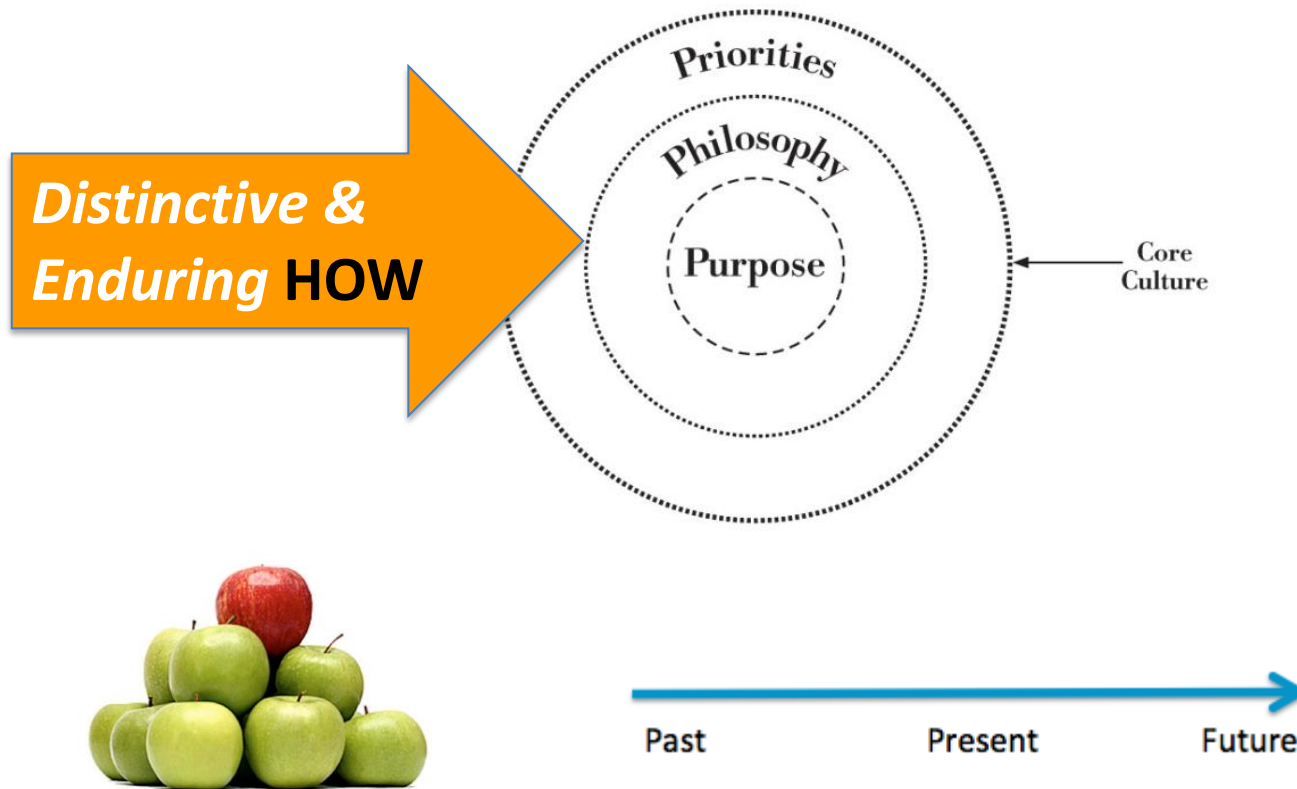
✓ Why is that important?



Philosophy

Philosophy:

How Do You Distinctively Do Your Work?



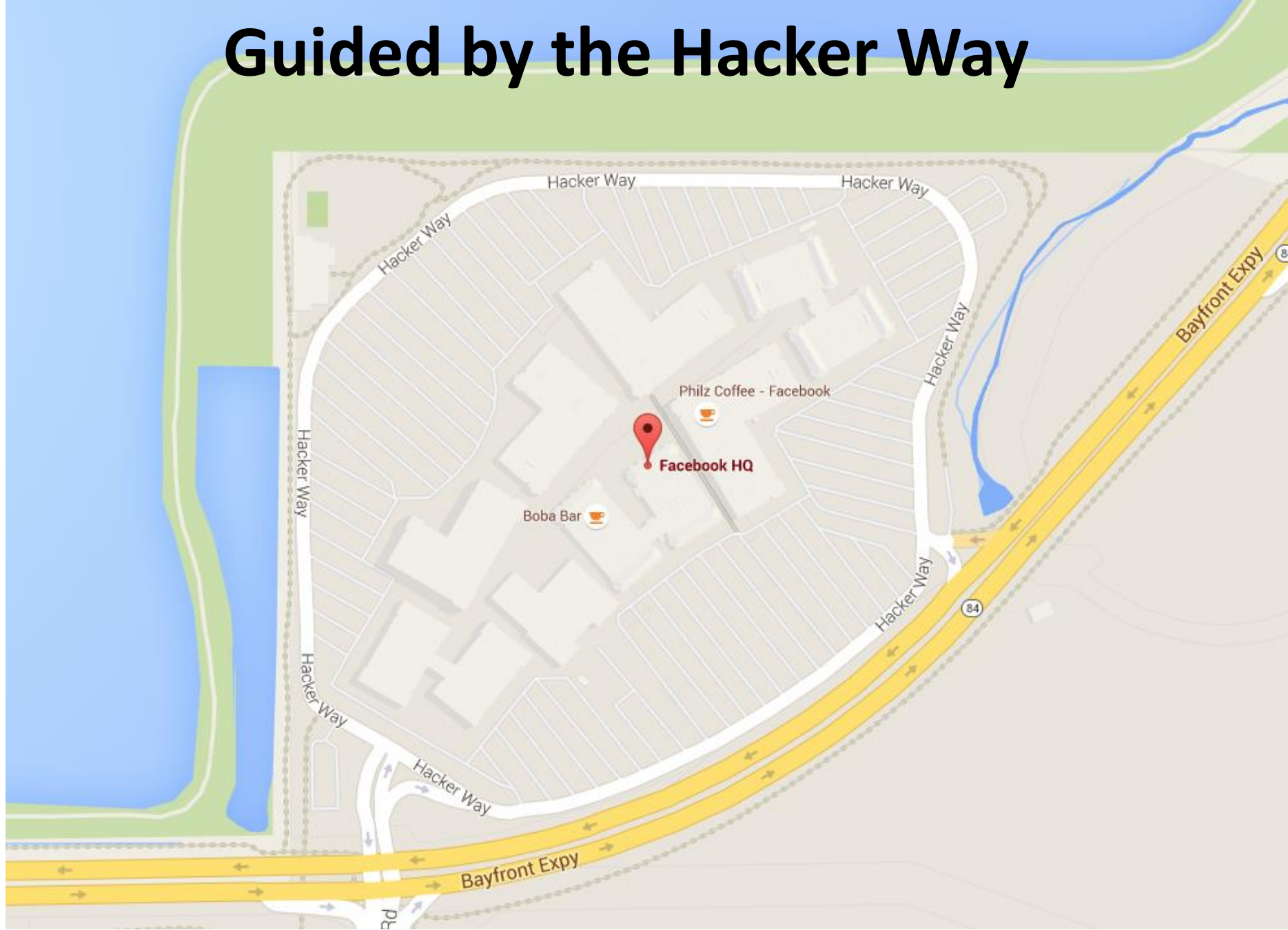
Philosophy Is Often a Reflection of the Founder

- Focus on Impact
- Move Fast
- Be Bold

**DONE IS
BETTER
THAN
PERFECT**

**MOVE
FAST AND
BREAK
THINGS**

Guided by the Hacker Way

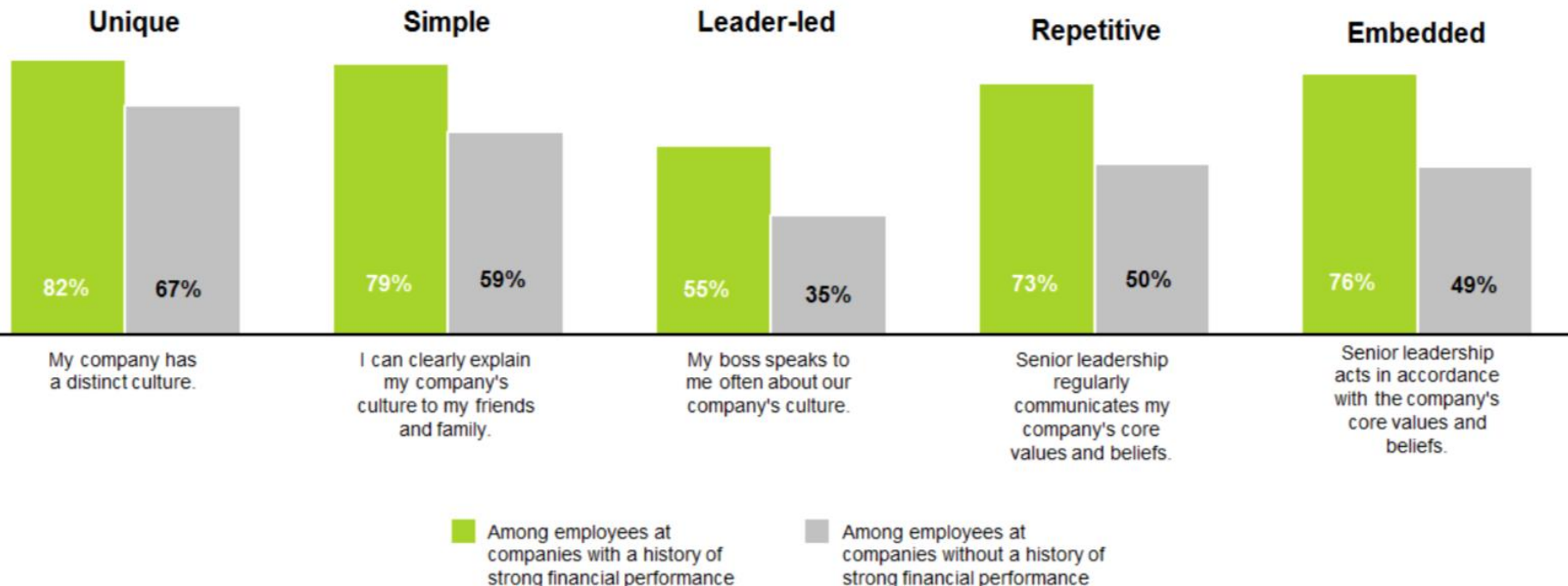


“It’s not hard to make decisions when you know what your values are.”

ROY O DISNEY



Exceptional Companies Are Guided by Core Values



*Deloitte-2012: Harris Interactive surveyed 1,005 U.S. adults (aged 18+, employed full-time in a company with 100+ employees) and 303 corporate executives on a number of questions related to culture in the workplace.



Students Would Take a Pay Cut to “Work for an Organization Whose Values Are Like My Own”

FIG. 3
All Other Things
Being Equal,
I Would Take a
15% Paycut...

35% ...to work for a company
committed to CSR

45% ...for a job that makes a social
or environmental impact

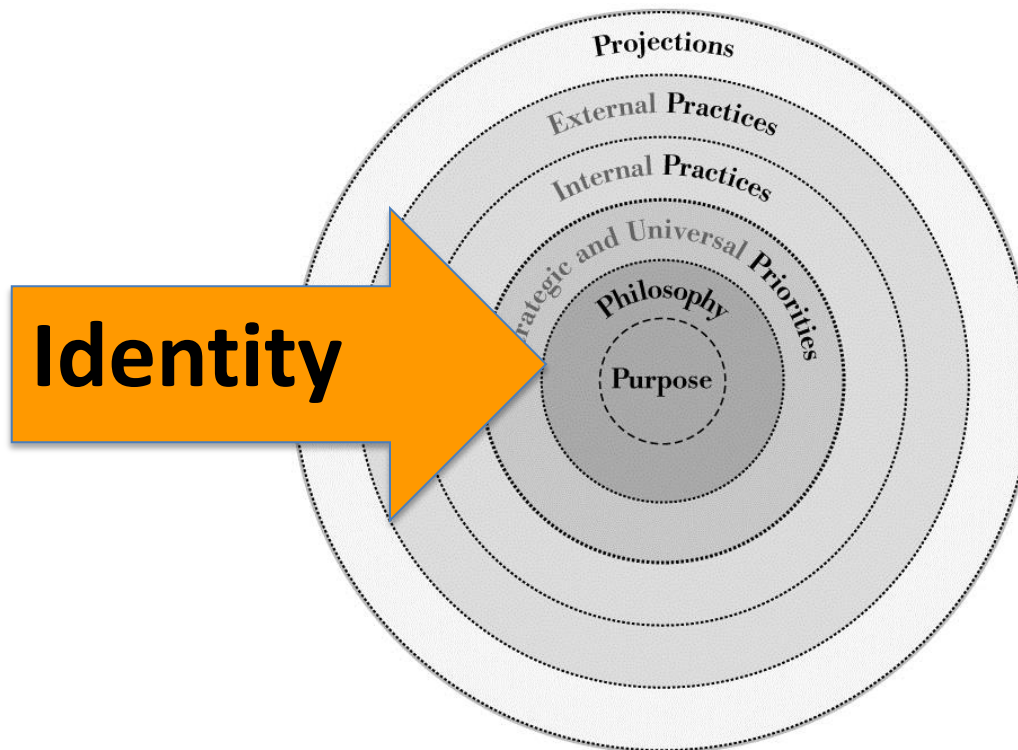
58% ...to work for an organization
with values like my own

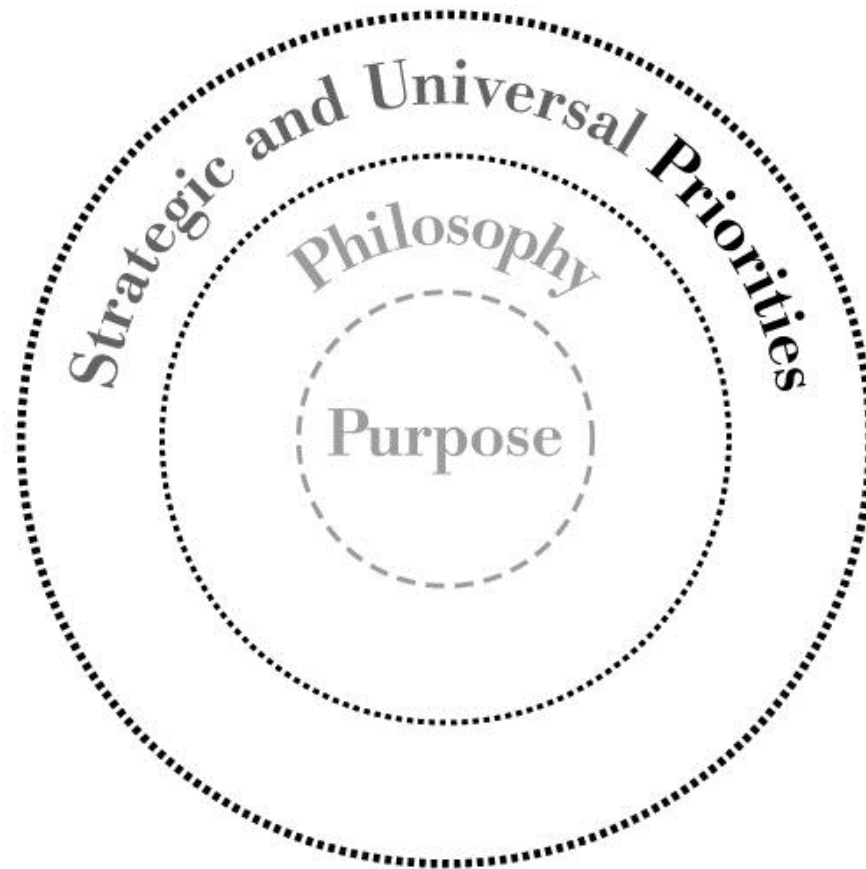
Ask Questions to Uncover the Philosophy...

✓ What values are fundamental and distinctive to your organization since its founding?

✓ What values are central to who you are as an organization that should never change?

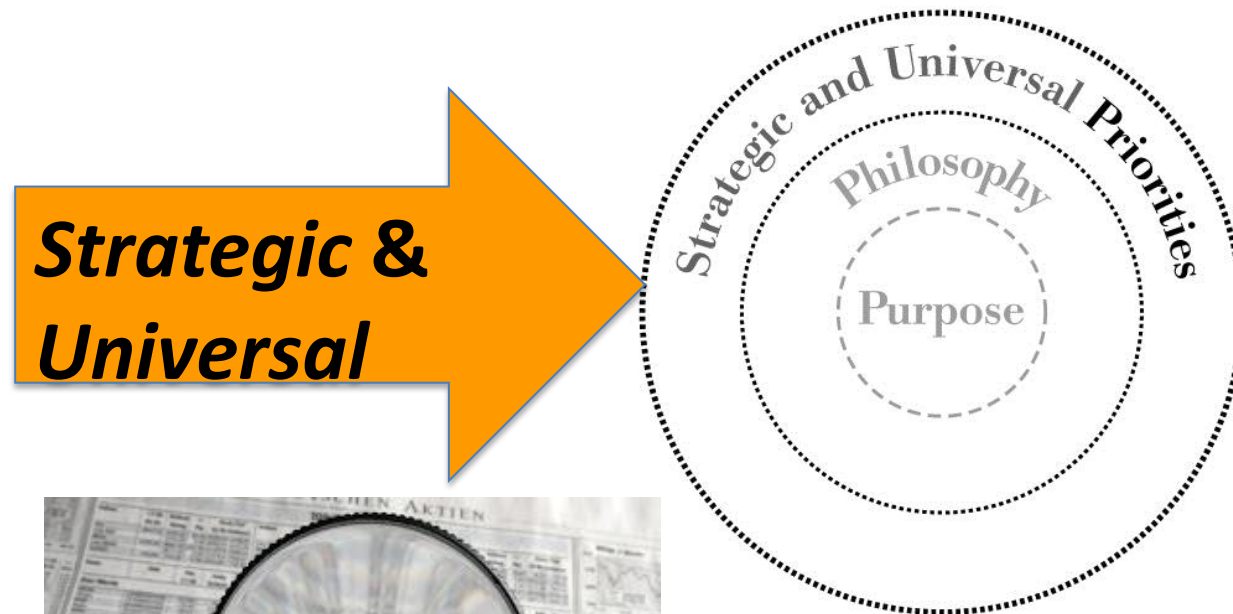
Purpose + Philosophy = Organizational Identity



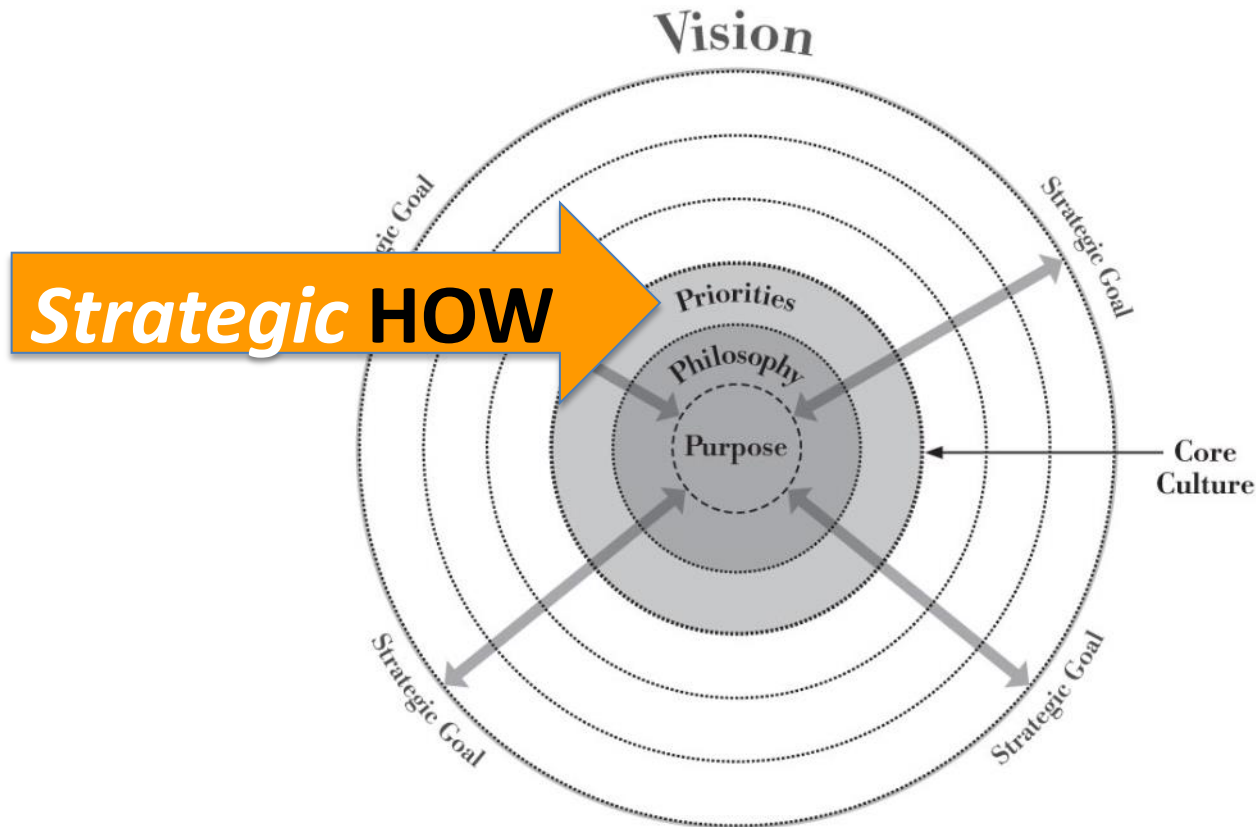


Priorities

There Are Two Types of Priorities: *Strategic & Universal*



Strategic Priorities: How Must You Work to Achieve Goals?



With the Goal to Reduce Costs, Many Companies Had the *Strategic* Priority of Cost Control



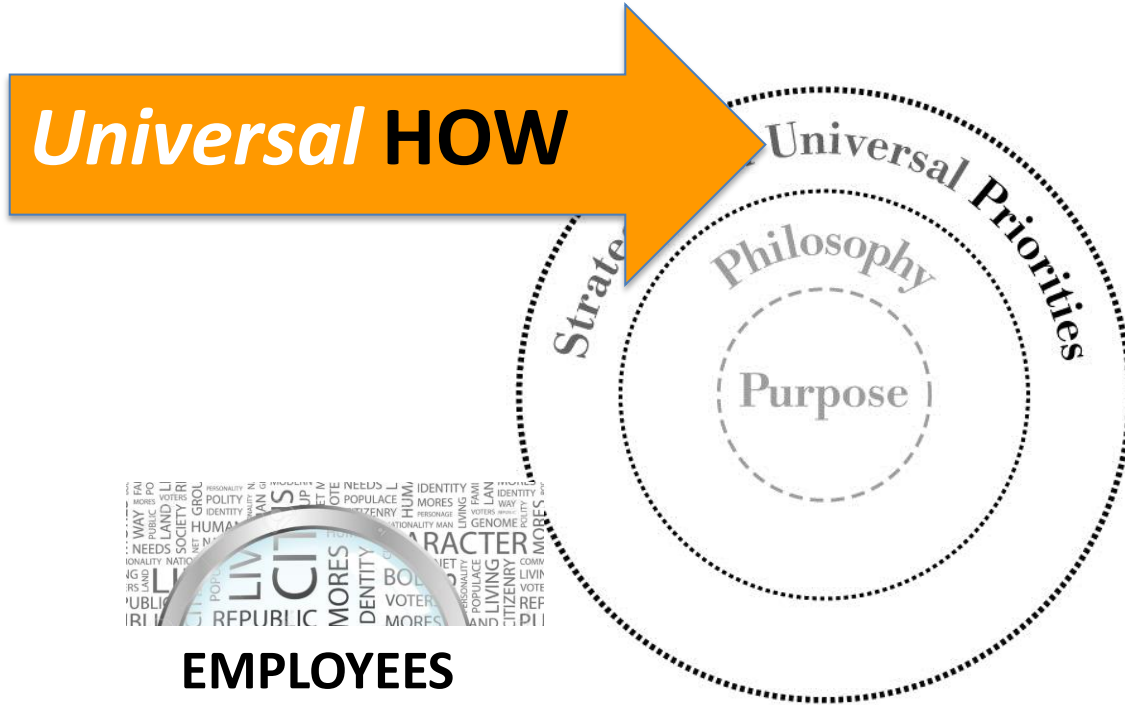
Going Digital Has Become a *Strategic* Priority for Many Organizations



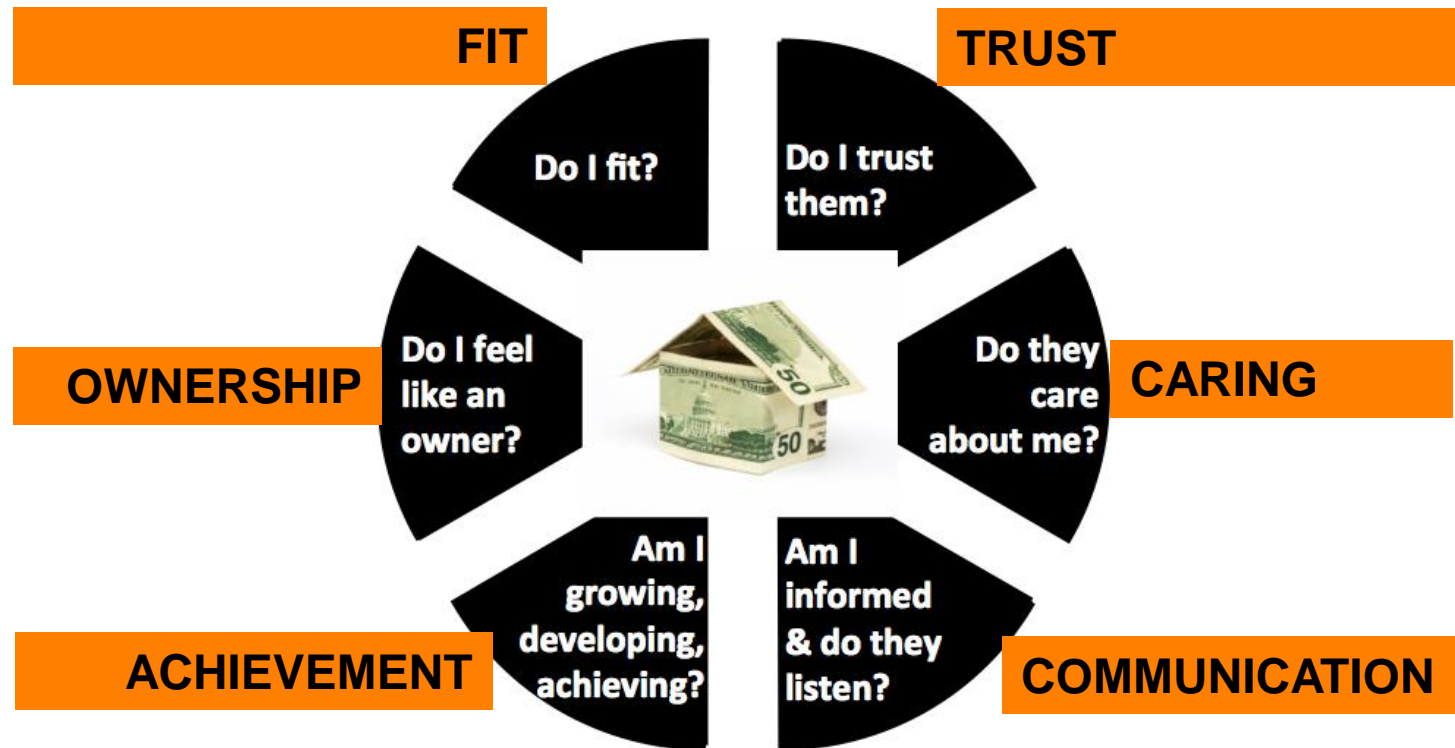
Ask Questions to Uncover the *Strategic* Priorities...

- ✓ What are the goals of your organization?
- ✓ What values must guide how employees work in order to achieve these goals?

Universal Priorities Drive Employee Engagement

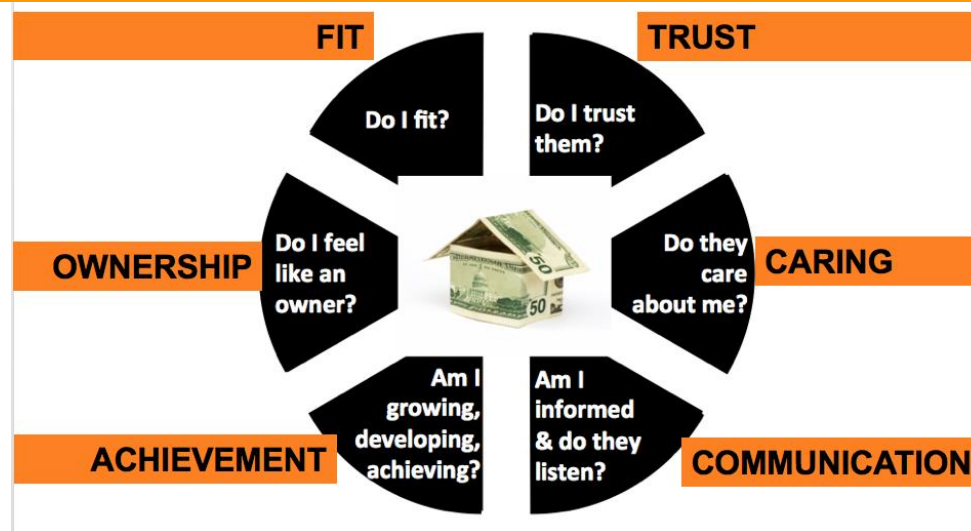


Universal Priorities Promote an Enriching and Motivating Workplace

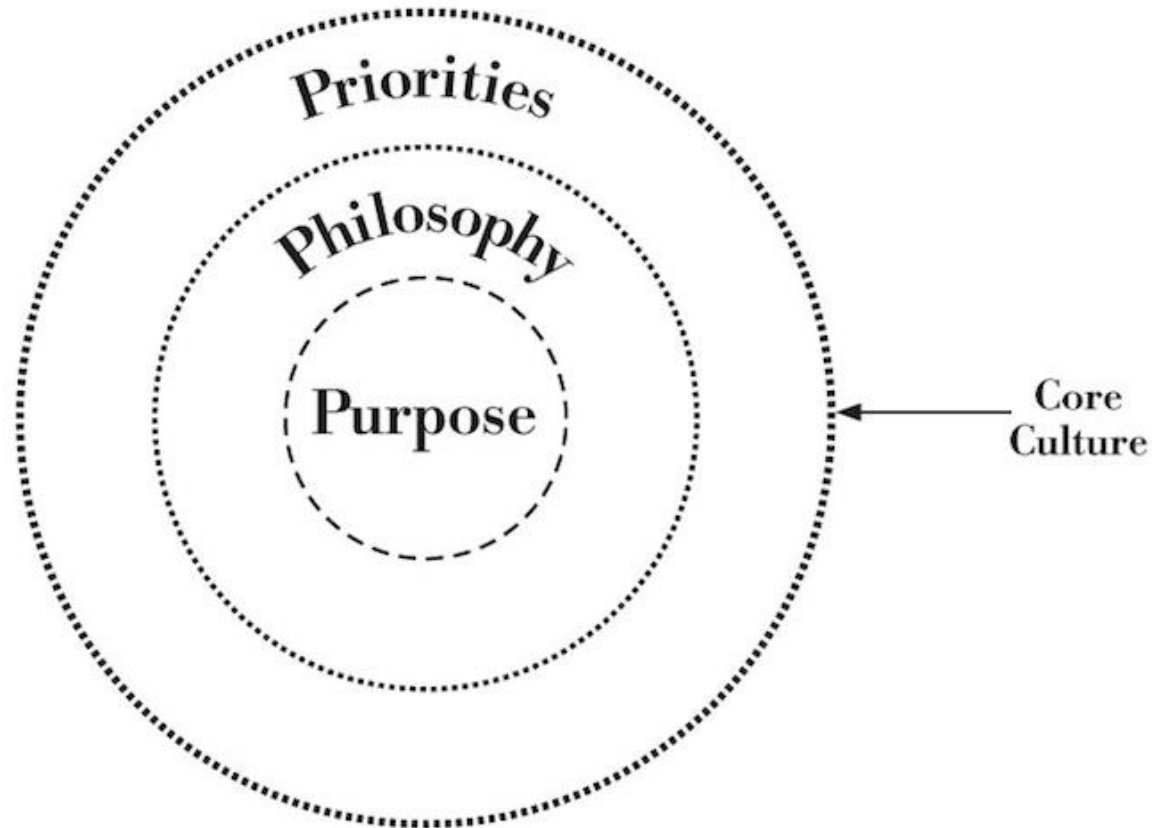


Uncover the *Universal* Priorities...

✓ What areas should we focus on and pay attention to in order to build a more humane workplace?



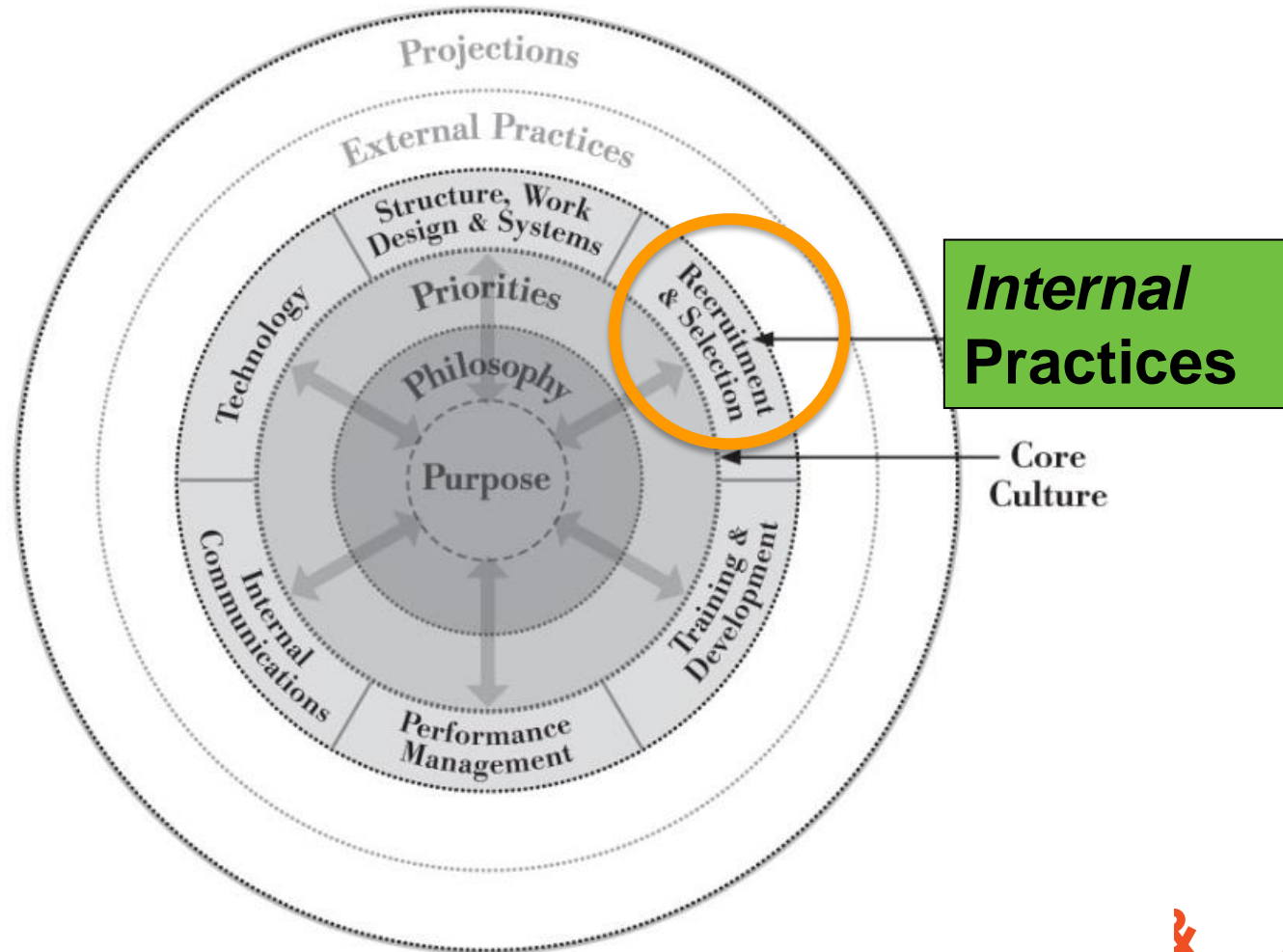
Uncover the Central Three Ps— Core Culture



Hiring for Culture Fit Agenda

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Align *Internal* Practices with Core Culture



Align Recruitment & Selection with the Core Culture

To What Degree...	Degree of Alignment				
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Create Action Plan to Improve Alignment

Recommendations



Action	Person(s) Responsible	Completion Date

Do Recruitment Materials Reflect the Core Culture?

Get the Right People to Apply

The screenshot shows the top navigation bar of the Disney Careers website. On the left is the Disney logo with 'CAREERS' underneath. To its right are icons for a dashboard, a person, and a question mark. Further right, it says 'Current Location: US & Canada [Change]'. On the far right, there is a 'Login' button and a search box labeled 'Search Site Content'. Below the navigation bar is a menu with buttons for 'Home', 'Our Businesses', 'Career Areas', 'Students Recent Grads', 'Working Here' (which is highlighted), 'About Disney', and 'Search Jobs'. The hero section features the 'Add It Up! Your Total Rewards' logo on the left. The main banner contains three images: a woman holding a Toy Story alien, a man in a Disney uniform, and a man with glasses. To the right of the images is the text: 'You're more than your job, and your rewards reflect that.'

Overview



Where your work touches lives.

If you join The Walt Disney Company, the work you do will ignite happiness in the hearts of many. Whether you send your audience on an unforgettable cinematic journey or engage a young mind with interactive experiences. Make a sports fan feel like part of the game. Inspire a lifetime of memories with products that feed the imagination. Or even share a lasting memory at a theme park—you'll help deliver treasured moments to people around the world.

Empowered by development opportunities, outstanding benefits and a supportive network of this legendary company, we strive to give you everything you need to succeed in your career. Our people have consistently defined, and then redefined, what's possible in the world of entertainment. And with your help, we can continue to spark imaginations everywhere for years to come.

When your extraordinary talents, our renowned legacy and the promise of an even brighter future unite, just imagine the stories you'll be a part of...

Overview

Total Rewards

Culture & Diversity

Learning & Development

Heroes Work Here

Clearly Express Your Purpose with Job Applicants

HELLO THERE HEALTHY.

We're in the market for some fresh talent. Healthy-minded people just like us. Looking to make the world a healthier place. Creating positive vibes one meal at a time. And having a lot of fun in the process.

**THIS ISN'T JUST A RESTAURANT.
IT'S A WAY OF LIFE.**

Let's be honest, True Food isn't a fit for everyone and that's OK. We're not here just for a paycheck. We're here because we believe in the cause. But if you know how to actually pronounce quinoa or grow your own organic gardens, you may have just found your calling.



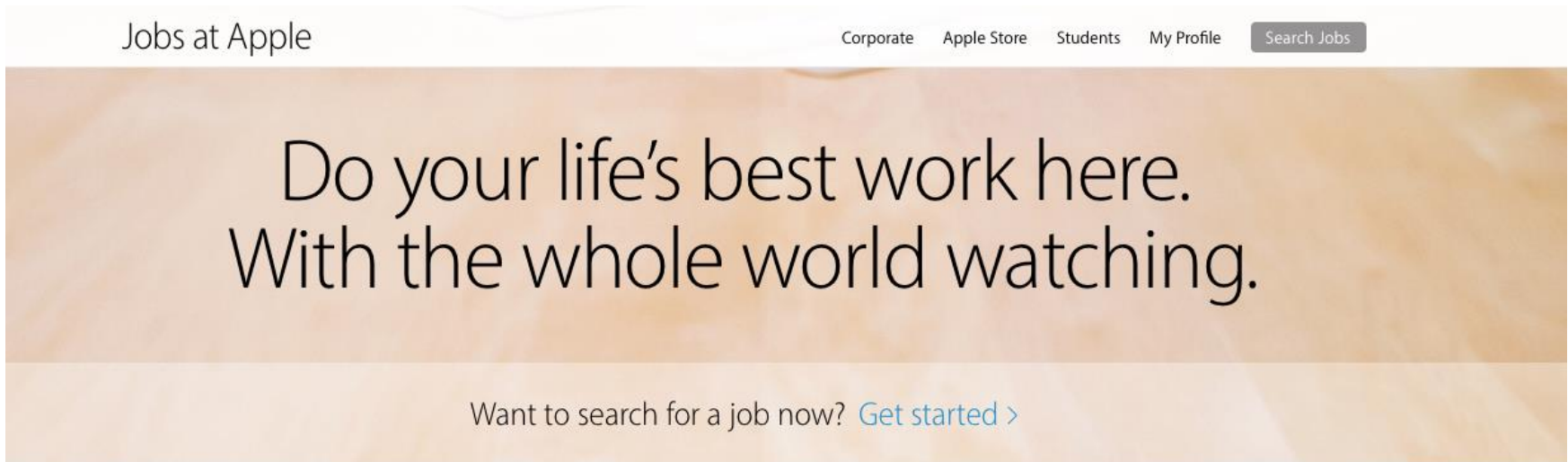
Become a Manager

Become a Team Member

**A CAREER IN
FOOD THAT
REALLY MATTERS**

Everyday at True Food is an opportunity to change someone's life. Sure, we have tasty offerings like most other restaurants. But more than just taste, our food is creating a whole new movement toward a healthier world through what we eat.

State Why Your Work is Meaningful



The people here at Apple don't just create products — they create the kind of wonder that's revolutionized entire industries. It's the diversity of those people and their ideas that inspires the innovation that runs through everything we do, from amazing technology to industry-leading environmental efforts. Join Apple, and help us leave the world better than we found it.

Where do you see yourself at Apple?

Be Clear about Your Philosophy—to Get Applicants Who Fit

Jobs at Apple

Corporate

Apple Store

Students

My Profile

Search Jobs

It's what we do together
that sets us apart.

We're perfectionists. Idealists. Inventors. Forever tinkering with products and processes, always on the lookout for better. Whether you work at one of our global offices, offsite, or even at home, a job at Apple will be demanding. But it also rewards bright, original thinking and hard work. And none of us here would have it any other way.

Share Your Purpose with Job Candidates

Work at Facebook

Teams

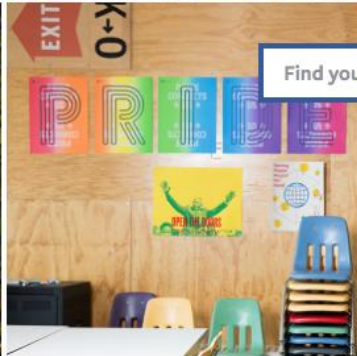
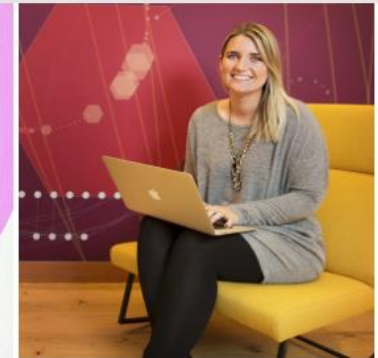
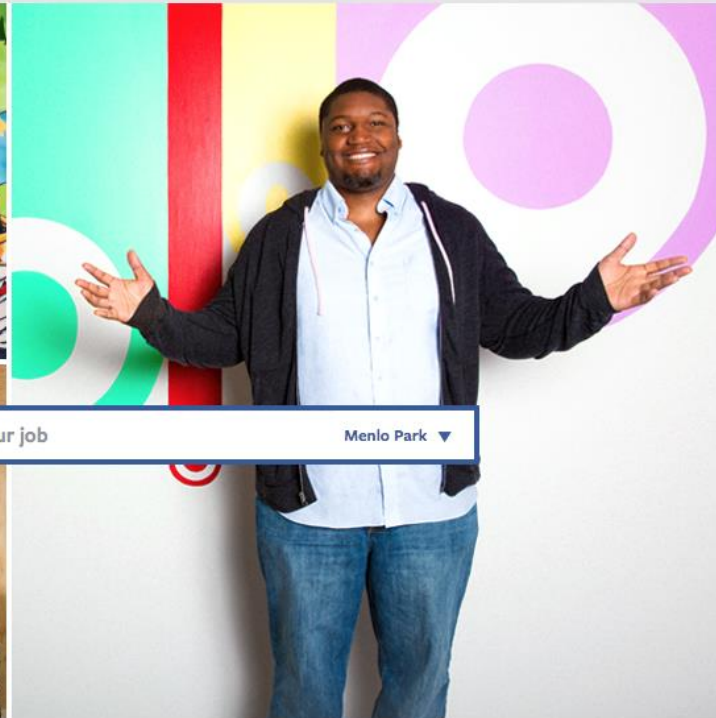
Locations

University Students

Benefits

Facebook Life

Connecting
the world
takes every
one of us.



Do the most meaningful work of your career

People are at the heart of every connection we build. We design products and deliver services that create a more human world — one connection at a time.

LEARN
webcasts **atd**
556

Share Values with Job Applicants

Move fast

Connecting the world happens in real time. Our teams are small and nimble. We work quickly and collaboratively to build smarter, more meaningful solutions on a global scale.

Be bold

We're determined to build a better, more connected world for everyone. From engineers to designers and marketers, we empower the people who work at Facebook to make an impact. When you're in charge of making a difference, there's no limit to what you can do.



Share Culture on LinkedIn, Facebook, Twitter, YouTube, Instagram and Others



Use Photos, Videos and Descriptions to Reflect the Core Culture

01 / Delivering Happiness

At Zappos, anything worth doing is worth doing with WOW.

WOW is such a short, simple word, but it really encompasses a lot of things. To WOW, you must differentiate yourself, which means doing something a little unconventional and innovative. You must do something that's above and beyond what's expected. And whatever you do must have an emotional impact on the receiver. We are not an average company, our service is not average, and we don't want our people to be average. We expect every employee to deliver WOW.

Whether internally with co-workers or externally with our customers and partners, delivering WOW results in word of mouth. Our philosophy at Zappos is to WOW with service and experience, not with anything that relates directly to monetary compensation (for example, we don't offer blanket discounts or promotions to customers).

We seek to WOW our customers, our co-workers, our vendors, our partners, and in the long run, our investors.



Share a Message from Your Founder



Include Culture Fit Requirements in the Job Description

*We are committed to **exceeding member expectations** and **consistently providing superior experiences**.*

Align Recruitment & Selection with the Core Culture

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Create Action Plan to Improve Alignment

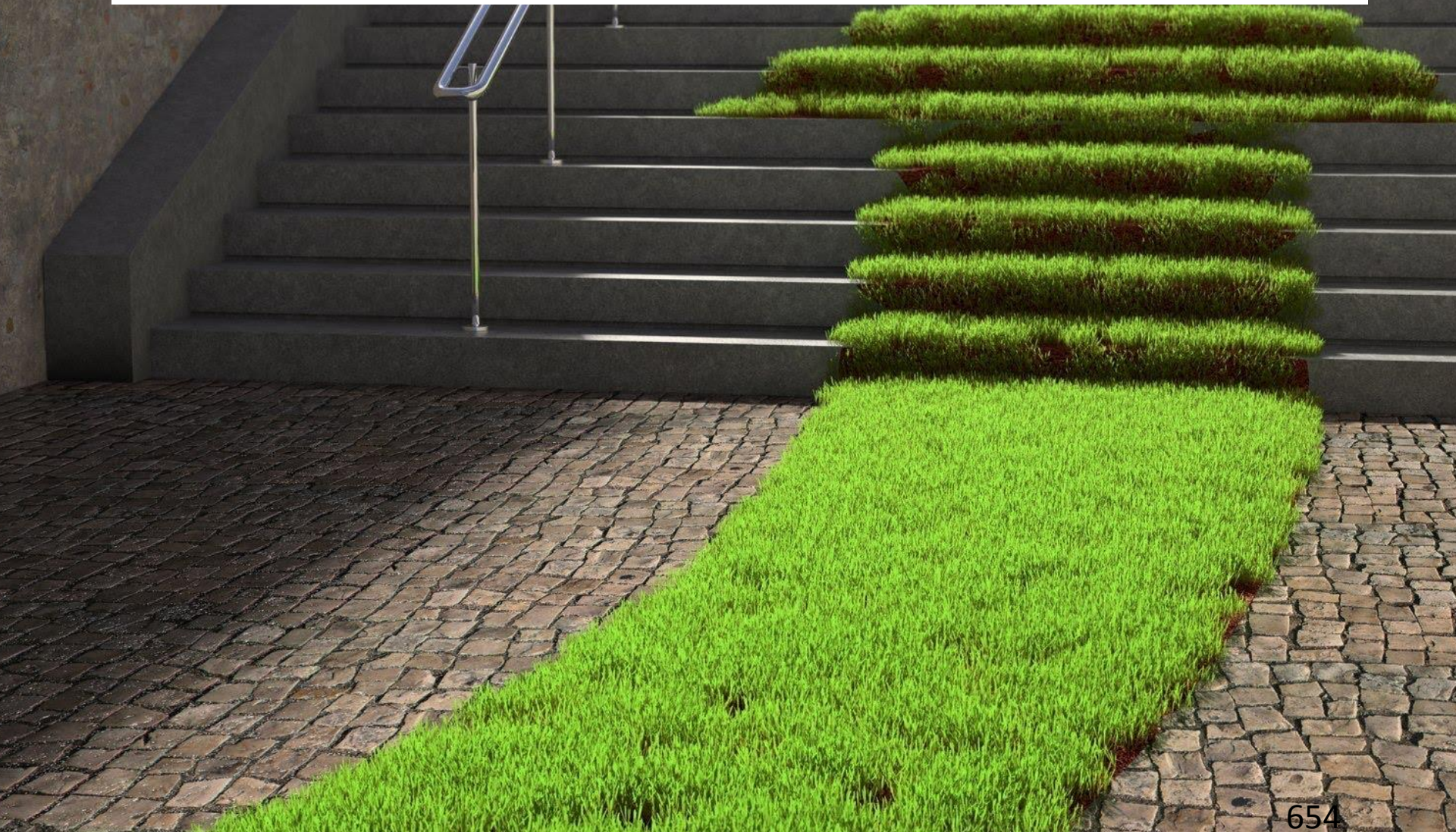
Recommendations



Action	Person(s) Responsible	Completion Date

Do Recruitment Practices Support the Core Culture?

Do You Use a Consistent Approach in Hiring?



Pre-screen for Culture Fit



Observe Candidate Behavior Before and After the Interview



Invite the Applicant to More than an Interview



Invite for a Meal and Give a Company Tour



Where Teamwork Is Core, the Team Decides



Align Recruitment & Selection with the Core Culture

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Do You Talk about and Model the Core Culture with Applicants?

Does the Interview Setting Reflect the Culture?



Do You Talk about and Model the Principles and Values that Are Core?



Align Recruitment & Selection with the Core Culture

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Do You Interview for Culture Fit?

Ask Behavioral Interview Questions Linked to the Culture

	Sample Question
Overall culture fit	<ul style="list-style-type: none">• <u>Tell me about a time when you worked with/for a company where you felt you were not a strong culture fit. Why was it a bad fit?</u>• <u>Describe a work environment where you've had the most success.</u>
Purpose (passion)	<ul style="list-style-type: none">• Describe a day when you came home from work and thought you had the best job in the world.• What are you doing when you lose track of time?

Ask Behavioral Interview Questions Linked to Core Principles or Values

Principle or Value	Sample Question
Customer Focus	Describe a time you had a difficult customer. How did you handle it? Describe a time you went out of your way to satisfy a customer. Tell me about a time you did not meet the expectations of a customer.
Teamwork	Tell me about a situation when you had to settle a disagreement among team members. How did you handle it?
Attention to Detail	Tell me about a time where things were overlooked by other employees. What did you do? Tell me a time when you did not correct an error at work. Why?
Creativity	Describe a time you solved a problem in a unique or unusual way.
Exceeding Expectations	Tell me about a time when you did much more than what was expected of you.

Ask Other Interview Questions Linked to the Core Culture

Principle or Value	Sample Question
Overall culture fit	What type of culture do you thrive in?
	What values are you drawn to?
	What's your ideal workplace?
	Why do you want to work here?
	How would you describe our culture? Is this something that works for you?
Company Example: The Disney Company	How would you help create magic for our customers?
Company Example: Zappos	What are some ways you would WOW our customers?

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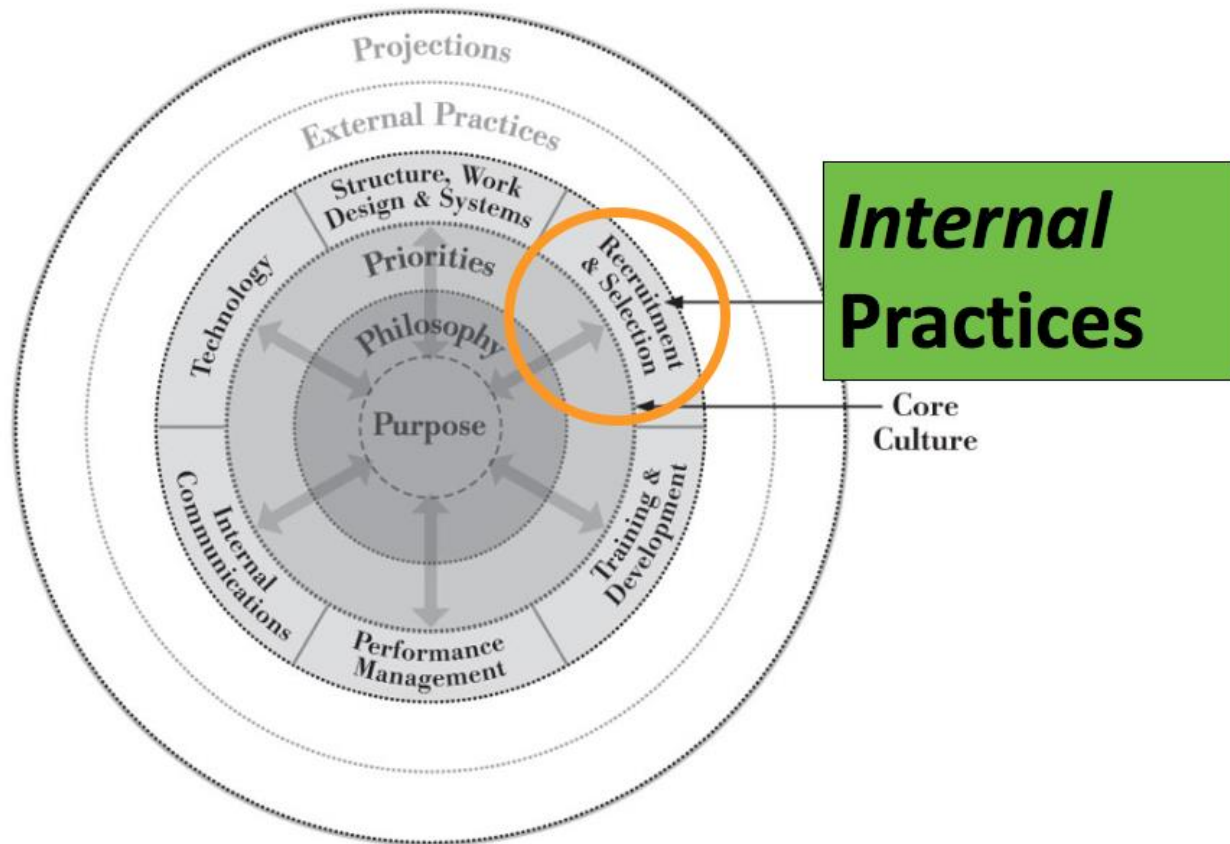
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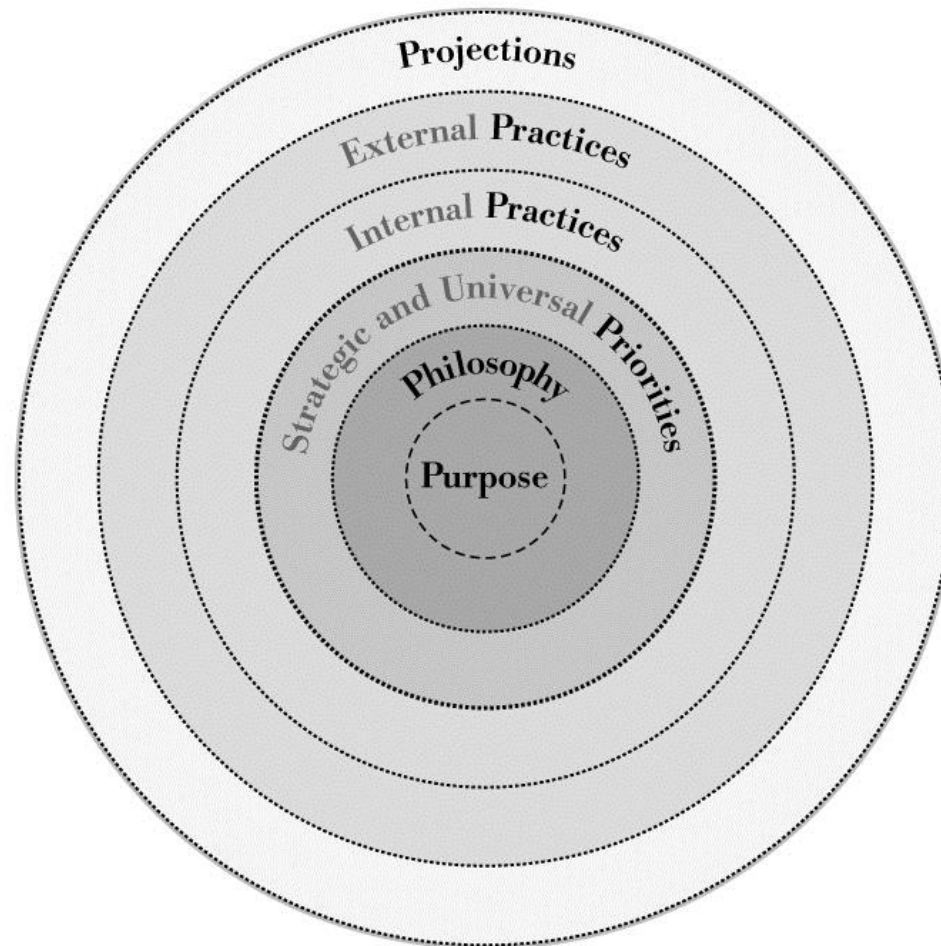
Use Culture to Select the *Right* Employees



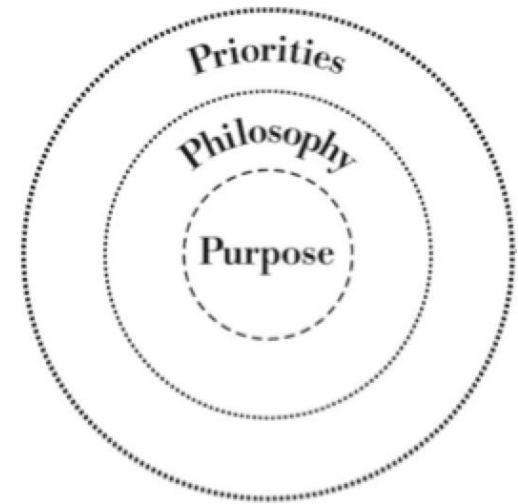
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- **Define Your Core Culture**
- **Screen for Culture Fit**

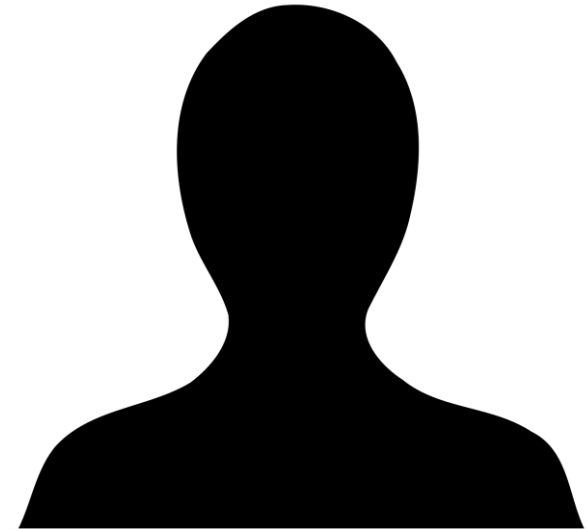
Think About Your Company Culture Using the Five Ps



What Is Core to the Culture of Your Organization?



Are You Hiring for Culture Fit?



Align Recruitment & Selection with the Core Culture

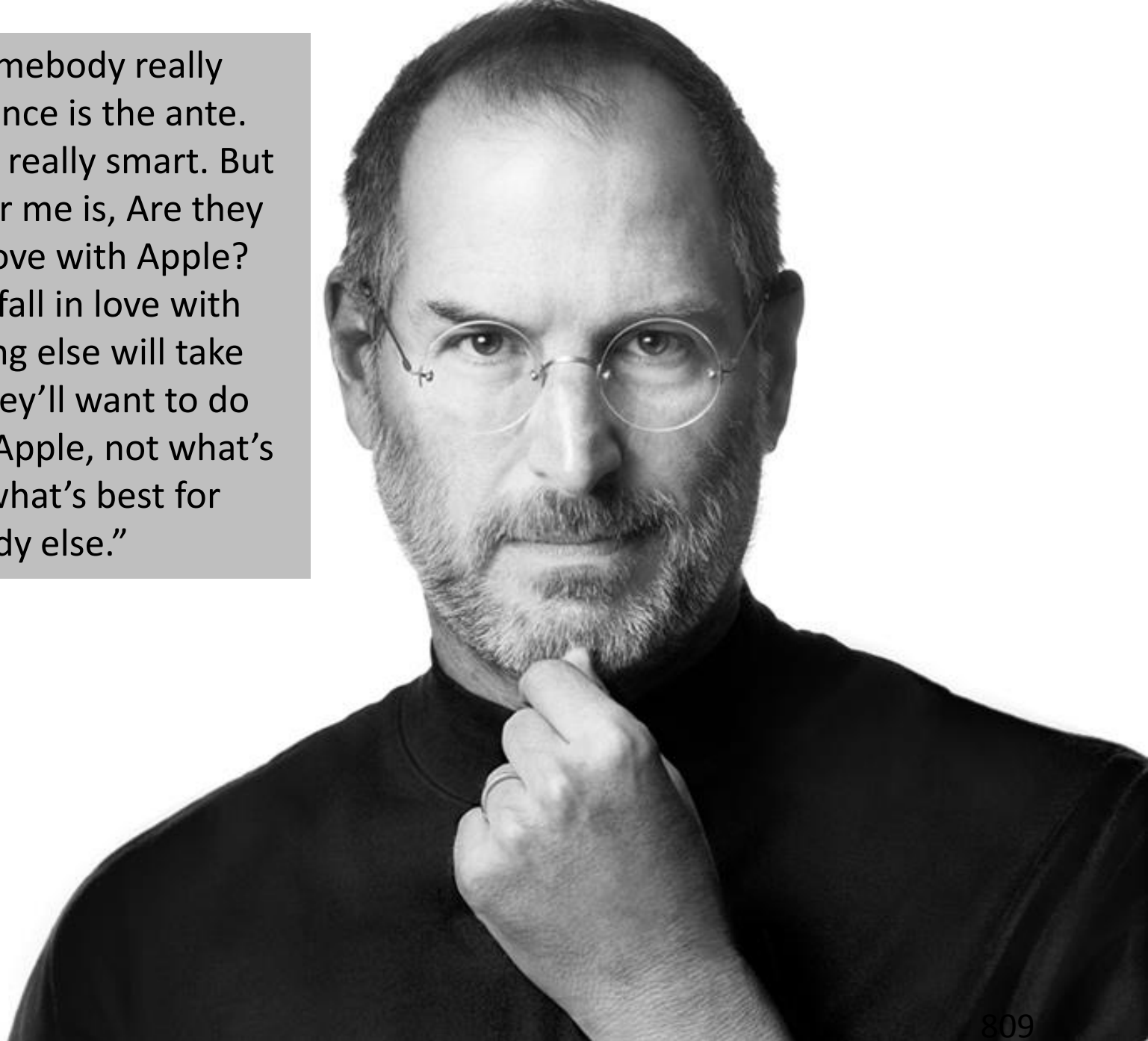
To What Degree...	Degree of Alignment				
<ul style="list-style-type: none"> Do recruitment materials reflect the Core Culture? 	1 Extremely Unaligned	2	3	4	5 Extremely Aligned
<ul style="list-style-type: none"> Do recruitment practices support the Core Culture? 	1 Extremely Unaligned	2	3	4	5 Extremely Aligned
<ul style="list-style-type: none"> Do you talk about the Core Culture with applicants? 	1 Extremely Unaligned	2	3	4	5 Extremely Aligned
<ul style="list-style-type: none"> Do you model the Core Culture when you meet with applicants? 	1 Extremely Unaligned	2	3	4	5 Extremely Aligned
<ul style="list-style-type: none"> Do you interview for culture fit? 	1 Extremely Unaligned	2	3	4	5 Extremely Aligned

**“Customer focus is
deeply ingrained in
all the nooks and
crannies of our
culture.”**

--Jeff Bezos

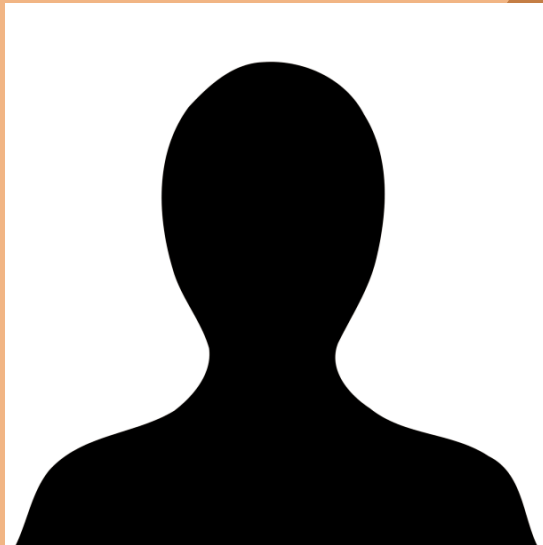


“When I hire somebody really senior, competence is the ante. They have to be really smart. But the real issue for me is, Are they going to fall in love with Apple? Because if they fall in love with Apple, everything else will take care of itself. They’ll want to do what’s best for Apple, not what’s best for them, what’s best for Steve, or anybody else.”

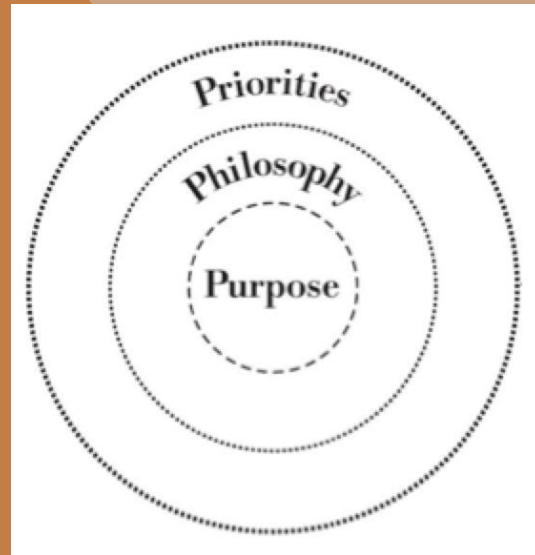


Invest Your Time in Hiring the Right People

Individual

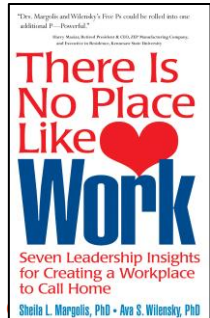
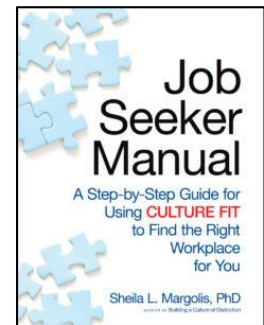
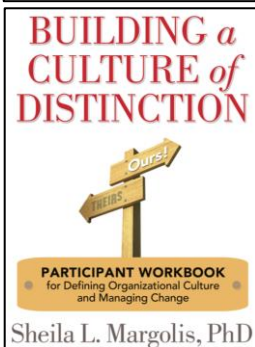
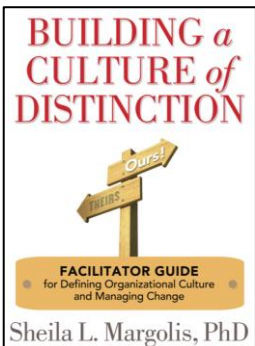
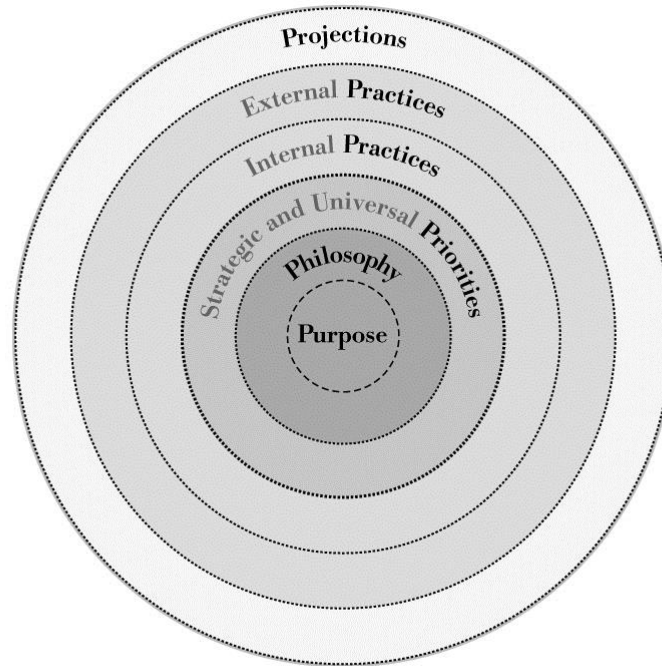


Organization



Hire for Culture Fit:

Using Organizational Culture to Select the Right Employees



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