

The day you're given the assignment to fill an open position is the day you're invited to change the world and leave a legacy that could outlast you for generations. There's a ripple effect with every hiring decision you make that goes beyond the simple transaction that begins with the question, "How soon can you start?" It's not unlike the realization that Jimmy Stewart's character, George Bailey, discovered in the classic movie *It's a Wonderful Life*: The life of an individual does matter and can make a big difference for his family, his friends, and his community. And the decision you make about who you will hire will have similar dramatic consequences for you, the person you hire, and the life of your organization.

This book is designed to help you focus on the all-important employment process, beginning with how you identify the best candidates for your team, to how you develop a pool of top candidates, to how you select the best person for the job. It is a comprehensive book focusing on all the issues that impact the quality of your team.

This book is based on my experiences as a staffing specialist, an HR generalist, a hiring manager, and a consultant specializing in recruiting, selecting, and retaining employees in an aging and changing workplace. For the first 10 years of my career, I worked as a human resources professional with a strong focus in staffing. Over the past 20 years I've helped organizations in many industries across the United States develop a strategic approach to staffing and employment.

Here's what I've learned: The practices that you may have been using for years might not be serving you well. Many hiring managers believe that they know how to recruit and select employees because they've been doing it for so long. Other managers believe that conventional wisdom can help in the process. This book is designed to challenge some of this conventional wisdom about staffing and offer you the truth, and nothing but the truth.

No future will be exactly the same based upon the choices that you make. Realize that making a choice of candidate A will lead to future A, and that a choice of candidate B will lead to future B. If you choose a candidate who is a risk taker, loves a challenge, and embraces change and innovation, your organization will likely foster a risk-taking, innovative culture. If you choose a candidate who is hungry for knowledge and is a life-long learner, your organization will likely foster a growth culture.

Maybe your inclination is to hire someone just like the last incumbent in the job. If that's the case, you may be choosing a future that is a lot like your past. Or, you might take a risk and hire someone who is unlike not only the last person in that role, but unlike you as well. You're more likely to be headed for a different and unique future.

Understand that the quality of your hiring decision will not only impact the future of the organization, it will likely impact your personal future as well. If you hire a strong performer with excellent skill sets—and who fits into the company's future plans—you'll not only make yourself look good by developing a strong team, you'll also be building a prosperous career for yourself.

So the choice is yours. And it's bigger than just this one task of filling a position.

