

How Gifted Bosses Hire and De-Hire Their Way to Success

Dale Daute





DIFT OF THE ASIA FOUNDATION NOT FOR RE-SALE

QUÀ TẬNG CỦA QUÝ CHÂU Á KHÔNG ĐƯỢC BÁN LẠI



How Gifted Bosses Hire and De-Hire Their Way to Success

Dale Dauten



John Wiley & Sons, Inc.

TRUỚH GRAN HẠC CÓNG NGHIỆC HÀ NỘI TRUNG TÂM THỐNG TIN THƯ VIỆU 07 07

00802

Copyright © 2006 by Dale Dauten. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at http://www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our web site at www.wiley.com.

A few segments of this book originally appeared, in somewhat different form, in the privately printed book, *The Laughing Warriors*.

Library of Congress Cataloging-in-Publication Data:

Dauten, Dale A.

(Great) employees only: how gifted bosses hire and de-hire their way to success / Dale Dauten.

p. cm.Includes index.

ISBN-13: 978-0-470-00788-4 (cloth) ISBN-10: 0-470-00788-5 (cloth)

1. Executive ability. 2. Employee selection. 3. Employees—Attitudes.

4. Management. I. Title. HD38.2.D383 2006

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

2006005315

Contents

Preface	XV
48 Things Gifted Bosses Know	
PART I 90-10-0: The Formula for Leadership Success	
Hiring Is Motivation, or It's Less Work to Get 100 Percent Improvement than 10 Percent Improvement	2
You Can Change People, or You Can Change People	6
The First Step to Finding Star Employees Is Believing That They Exist, or How to Make the Playing Field as Un-Level as Possible	8
You Can Lead an Employee to Water, but If You Find One Who Knows a Better Path to the Water, Shut Up and Get a Bucket	11
	PART I 90-10-0: The Formula for Leadership Success Hiring Is Motivation, or It's Less Work to Get 100 Percent Improvement than 10 Percent Improvement You Can Change People, or You Can Change People The First Step to Finding Star Employees Is Believing That They Exist, or How to Make the Playing Field as Un-Level as Possible You Can Lead an Employee to Water, but If You Find One Who Knows a Better Path to the Water,

PART		I
------	--	---

	From Employees to Ames	
Number 5	Those Aren't Employees (or Friends, Enemies, Family, or Students)—Those Are Allies	14
Number 6	Those Aren't Former Employees— Those Are Graduates	19
Number 7	You Never Get Rid of Anyone	23
Number 8	It's Not Closure That's Needed— It's Aperture	25
Number 9	How Two Allies (a Great Employee and a Gifted Boss) Find Each Other	26
Number 10	Assume the Best, Part I: The Art of Being a True Ally	29
Number 11	Assume That the Best Employees ALWAYS KNOW	34
Number 12	What's a Great Employee Worth?	38
	PART III The Graceful Art of De-Hiring	
Number 13	Replacing People Is so Hard for Most Bosses That They Don't Do Enough of It	42
Number 14	You Are Becoming Your Coworkers	43
Number 15	A Meeting Moves at the Pace of the Slowest Mind in the Room	45

хi

Firing Takes Guts—De-Hiring Requires Heart	47
Assume the Best, Part II: The Genius Lurking Inside	55
The My-Situation-Is-Different Myth: De-Hiring Works in Any Type of Business or Industry, Even Government	59
	62
You Can't Buy Love from Fired Employees	66
From Set-Up-to-Fail to Set-Up-to-Be-a-Hero	71
You Aren't Just Changing Employees—You're Changing Lives	75
Lessons from a Master of the Art of De-Hiring	78
PART IV	
nspiring, Effortless Leadership irst Step in Hiring Great Employees)	
You Can Take Credit, but You Can't Give It Away	86
Effortless Leadership, Part I: No One Wants to Be Managed, so Stop Doing It	89
	Assume the Best, Part II: The Genius Lurking Inside The My-Situation-Is-Different Myth: De-Hiring Works in Any Type of Business or Industry, Even Government Intelligent Failing You Can't Buy Love from Fired Employees From Set-Up-to-Fail to Set-Up-to-Be-a-Hero You Aren't Just Changing Employees—You're Changing Lives Lessons from a Master of the Art of De-Hiring PART IV Inspiring, Effortless Leadership First Step in Hiring Great Employees) You Can Take Credit, but You Can't Give It Away Effortless Leadership, Part I: No

Number 26	Effortless Leadership, Part II: Management by Asking Questions	91
Number 27	Effortless Leadership, Part III: The One Who Manages Least, Manages Best	94
Number 28	Effortless Leadership, Part IV: Winning versus Working	101
Number 29	Guess What Kind of Employee Is Attracted to Average Pay?	108
Number 30	Never Bet on Employees Who Don't Want to Bet on Themselves	112
Number 31	What's the Score? or How to Go from Shooting Around to Playing to Win	115
Number 32	You Get What You Pay For: What Employees Believe They Get Paid For, Not What You Thought You Were Paying For	119
Number 33	When the Inspired Culture Takes over the Hiring and	121
	De-Hiring	141

PART V

Hiring Is What You Do So You Don't Have to Manage (and It's What You Do with Some of the Time You Save by Not Having to Manage)

Number 34	Hiring Is More Important than Sales	126
Number 35	The Hiring Pipeline: The Best Selection Process in the World Is Only Capable of Picking the Best Person in the Competition	130
Number 36	Contrarian Hiring, Part I: The Underground Talent Market	137
Number 37	If You're Feeling Insulted Right about Now	139
Number 38	Contrarian Hiring, Part II: Finding Unusual People in the Usual Places	141
Number 39	Contrarian Hiring, Part III: The Action Interview	146
Number 40	Contrarian Hiring, Part IV: It's Not Just a Job—It's a Break	155
Number 41	Contrarian Hiring, Part V: Hunting for New Talent Pools	157
Number 39 Number 40	Contrarian Hiring, Part II: Finding Unusual People in the Usual Places Contrarian Hiring, Part III: The Action Interview Contrarian Hiring, Part IV: It's Not Just a Job—It's a Break Contrarian Hiring, Part V:	14 14 15

Contents

Number 42	Being Worthy of the Best Talent: In the Long Run, You Get the Employees You Deserve	161
Number 43	If You Want Great Performances, You Have to Provide a Great Audience	165
Number 44	If You Don't Have a Great Story, You Don't Have Great Employees or a WOMPing Good Place to Work	160
	to work	168
	PART VI	
Ur Mai	nderstanding Bureaucrats, Upper nagement, and Other Distractions	
Number 45	The Unspoken Assumption of Bad Management and Bad Marketing	176
Number 46	The Team Makes the Stars While the Stars Make the Team	177
Number 47	Your Work Is Only Part of Your Job	184
Number 48	Leading via Happiness	190
	Final Thoughts	195
	Acknowledgments and Sources	197
	About the Author	199