



## Concepts From Your Session on January 28, 2020

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### ***The Positive Focus***

Too often, we focus on how hard we're working and how much more we can do. This can be exhausting. Instead:

- Make sure you remember the “wins”;
- Where you've made an impact, and
- The successes you have both personally and professionally.
- Do this weekly.

### ***Advanced Interviewing Strategies***

- Use **The 90-Day Analyzer™** to determine whether a new hire is worth keeper and to avoid repeating the same mistake with your next hire.
- When you're interviewing a candidate, think about what they **aren't** telling you.
- **Counter Questions** are essential in determining a successful candidate. Listen intently and challenge statements that don't make sense to you.
- At the conclusion of an interview, ask the candidate to ask you question. After the first question they ask, say “why did you ask that question?”
- Use Eric's “**Great Interview Questions**” as a reference, but it's most important to prepare and ask questions based on what you value in this position.
- Focus on hiring for intangibles and **The Five A's**.

### ***Setting Values & Expectations***

- Ask yourself—and others—how you are doing on your core personal values. Share your values with your team.
- Expectations—clear expectations—are essential to creating an attitude of accountability. But setting expectations is often easier said than done.
- Use **The Expectations Builder™** to clarify what you expect of yourself, your peers, employees, bosses, and others in your sphere.
- You can make setting expectations fun! (See Eric's **Rules of the Road**).
- Expectations should be both generic (minimum expectations for my team) and specific for each employee you have.

### ***How To Delegate***

- When you first get an assignment or project, think *who, not how*.
- Accept it: when you delegate, the work will never be as good as it would if you did it yourself.
- Do a **task inventory** to determine what you're good at and not good at; and what you love doing and hate doing.
- **The Delegation Decoder™** Tool will help you determine who the project be delegated to; what success looks like; a reporting schedule; and interactive questions for you and the delegate.