

# The Ground Floor Leader

A Manager's Guide to Hiring and Retaining Future Leaders

# Heart sets us apart

Introducing a vibrant look inspired  
by our love of People.



# Southwest's People Values

- Be Courageous
- Follow the Golden Rule
- Treat Others With Respect
- Put Others First
- Don't Take Yourself Too Seriously
- Celebrate Successes

# Poll: Does Your Organization Have People Values?

- Yes, we have publicly documented people values
- Yes, but they are “unwritten rules” and not documented
- No, but we plan to create people values
- No, and we don’t plan to create any

What would happen if  
you focused on hiring  
Ground Floor  
Leaders?



# The Ground Floor Leadership Hiring Process



# Create the Right Job Description

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# Two Questions Every Candidate Asks

Could I Do  
the Job?

Would I Fit  
In at This  
Company?



# State Your People Vision

- How do people fit into the organization?
- Example:
  - *“We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.”*

# Poll: Does Your Organization Have a People Vision?

- Yes, we list a people vision on the top of every job description
- Yes, but only our management team is aware of it
- Yes, but only our HR/Talent Management is aware of it
- No, we don't have a people vision

# Replace Knowledge and Skills with Strengths and Capabilities

- Knowledge does not equal being skilled or gifted
- What natural talents are you looking for in your people?
- Examples:
  - Effectively influences and motivates employees
  - Connects with people from a variety of backgrounds
  - Solves problems quickly and easily
  - Implements creativity into various situations

# Interview for Strengths

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# Three Types of Questions



# Role Readiness

- Will they be ready to hit the ground running?
  - Job-Specific Questions
  - Past Experiences
  - Education

# Strengths Assessment

- What are a person's natural strengths?
- What are they truly gifted in?
- How can their natural strengths propel the organization?
- Will their talents be useful in the organization?
- Will they be able to use their strengths in the organization?

# Strengths Assessment Example Questions

- Tell me about your greatest accomplishment in your career. What was it and what did you learn most from it?
- If I were to ask three of your closest friends what your greatest strengths are, what would they say?
- If you were given the choice to read a book, listen to a lecture or physically experience an activity to learn a new skill, which would you choose and why?
- If a friend asked you to help them develop a skill that they knew you could do well, how would you go about teaching them?
- Tell me about your greatest learning experience. What was it and what strengths did you gain from it?



# Personal Motivations

- What motivates an individual in life?
- Will they be motivated to further their own agenda rather than the company's?
- Are they motivated to help others and share their talents?
- Is the individual a giver or taker?
- Why do they want to be in this role? In this organization?

# Personal Motivations Sample Questions

- What motivates you to get up out of bed in the morning? What excites you when you think about your upcoming day?
- On a scale of 1 to 10, with 10 being highly motivated and 1 being not motivated at all, how motivated are you to help others and share your knowledge?
- When in a group setting, are you generally motivated to be a leader or a follower?
- If you felt as though you were in a “dysfunctional culture” where people were self-centered, unethical and disrespectful to one another, how motivated would you be to change the culture? If you wanted to address the situation, how would you go about doing so?
- How many times during a given week would you say that you intentionally commit a random act of kindness in the workplace?

# Conduct a Culture Fit

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# Reasons to Conduct a Culture Fit

- Increases the chances of a long-term relationship
- Increases job satisfaction
- Saves time and money in the long-run
- Leads to cohesive teams and increased business results

# Areas to Assess in Culture Fit



# Methods for Assessing Culture Fit

- Have the candidate shadow prospective team members
- Include team members in a panel interview or discussion with the candidate
- Invite tenured employees or executives in a business lunch setting or other planned event

# Poll: Do You Conduct a Culture Fit When Hiring a New Employee?

- Yes, we conduct a thorough culture fit on every candidate
- Yes, but not on every candidate
- No, but we plan to implement a culture fit process
- No, and we don't intend to

# Onboard Employees Effectively

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# Benefits of a Great Onboarding Program

- Employees feel valued and welcomed
- Individual well-being is recognized
- Increased employee engagement
- Improved job performance
- Clear integration into company culture

# Essential Components of an Onboarding Program

- Bi-Weekly Touch Point Meetings
- Interaction with other departments
- Starter project to get employee familiar with working standards
- Job-shadowing opportunities
- Mentoring partnerships

# Bringing It All Together

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# Key Takeaways

- Spend more time in the interviewing process
- Be intentional in the culture fit and onboarding phases
- Invest in your people
- Build future leaders

# More Education

- TD @ Work: Managing as a Ground Floor Leader
- The Ground Floor Leadership Institute - [www.groundfloorleadership.com](http://www.groundfloorleadership.com)
- ATD Management Community - Ground Floor Leader Blog Posts
- Contact Dan: [dan@groundfloorleadership.com](mailto:dan@groundfloorleadership.com)

Q&A