

## Focus, Control and Making Time to Hire

*By Bob Zahra*

Bob Zahra is an executive search consultant with Florasearch, Inc., a certified personnel consultant, and past chairman of the board of the National Association of Executive Recruiters. For more information, visit [www.florasearch.com](http://www.florasearch.com) or call (407) 320-8177.

When there's no time to do anything but run the business, how do you make time to hire the key employee you need?

**1** First, remember the difference between urgent decisions and important decisions. You make urgent decisions every minute as part of your regular workday. Many urgent decisions aren't as weighty as important decisions. The new, key employee is one of the important decisions, which, like many important decisions, often remains unresolved. The important decision is often subordinated to the daily routine, keeping the business stuck in its same track, without improvement. Make time for your important decisions.

**2** Secondly, identify the person you need within the context of the longest timeline. In other words, make this hire bring value way into the future, in concert with your furthest strategic objectives. It's not good enough to plug a hole with an available body.

**3** Know what you want. It's not absolutely necessary to have a written job description with all the bells and whistles, but it's important to know exactly what the new employee looks like before you start searching. Yes, it's fine and often necessary to tweak your objectives during the actual search.

**4** It's better to learn to like the person who can excel in the position than to have excellent chemistry with an individual who will struggle.

**5** Guard against the power trip. If you're in a position to hire others, you already are successful and in a position of authority. At this moment, working for your company is the single most important decision in the candidate's life. Put yourself in his/her shoes if you can. Be as attentive and respectful to the runners up as you are to the new hire. This industry, internationally, is still a small town, and you will run into everybody again.