

THE FOUR C's OF HIRING
By Rick Boxx

One of the most basic problems in business is making certain to have the right people working in the right positions. No matter how talented, people placed in the wrong positions can create a lot of problems, as well as considerable dissatisfaction at work. This is not a new problem, however. We even find a good example in the Bible. Moses had become “burned out” in judging all the conflicts among the Israelite people. His father-in-law, Jethro, could see the toll it was taking on Moses, so he gave him wise counsel, as recorded in Exodus 18:20-21:

“Teach them (God’s) decrees and instructions and show them the way they are to live and how they are to behave. But select capable men from all the people – men who fear God, trustworthy men who hate dishonest gain – and appoint them as officials over thousands, hundreds, fifties and tens.”

How are we to do this, identifying the capable, quality people we need? I have applied this wisdom into what I call the “4 C’s of Hiring:” Character, Calling, Competence, and Chemistry, in that order.

Start with ‘Character.’ When employers hire someone, many search for people who have a resume and experience fitting the position they seek to fill. Once they narrow the list of competent people, many select the person they like the best. I think a better approach is to hire for character first. Hiring someone with great competence, but no character, can be a terrible mistake.

Poor character can permeate your entire organization. As we read in 1 Corinthians 15:33, “Do not be misled: “Bad company corrupts good character.” Competence is important, but the final decision should be based on the level of character after background checks, interviews, and integrity testing are done.

Consider ‘Calling.’ In 2014, Amazon began offering employees the opportunity to quit and get paid up to \$5,000. This was Amazon’s attempt to address the importance of Calling, their passion for the job. It is important to hire people who sense they are called, or feel passionate, about your company’s mission.

If you desire to hire the best, clearly share your mission and eliminate those who don’t embrace your mission. Jesus Christ serves as a good example of this practice. After expressing many hard sayings and challenges, “...Jesus went on to say, ‘This is why I told you that no one can come to me unless the Father has enabled them.’ From this time many of his disciples turned back and no longer followed him” (John 6:61-66). He disqualified many of those who wanted to follow Him by communicating clearly His mission.

‘Competence’ matters. Competence is third on my list because many skills can be taught if people have strong character and the right passion. Nevertheless, finding and hiring the person with the most God-given skills for the job will increase your company’s performance and ultimately, customer appreciation. As Proverbs 22:29 teaches, “Do you see someone skilled in their work? They will serve before kings; they will not serve before officials of low rank.”

由香港工商基督徒協會 (CBMC Hong Kong Ltd) 逢週一發放

地址: 香港上環禧利街2號東寧大廈11樓1102室 Tel: (852) 2805-1923

Email: enquiry@cbmc.org.hk Web: www.cbmc.org.hk

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Last comes 'Chemistry'. It is essential to hire people with whom you have a good chemistry. Wayne's father was having trouble deciding between two excellent candidates for a key position within his organization. This owner asked his son's opinion. Wayne's insight was profound. 'Dad, which of the two will you enjoy being with the most as you journey together?' Proverbs 18:24 teaches, "A man of many companions may come to ruin, but there is a friend who sticks closer than a brother."

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Reflection/Discussion Questions

1. In your opinion, how common is the problem of hiring good people, but placing them in the wrong positions? Have you ever struggled with a job that was not suited for your abilities and passions?
2. It is suggested that a primary quality to consider in hiring people is Character. How do you think we can accurately assess a person's character? What role, if any, does a person's spirituality or faith play into formation of Character?
3. Another important quality is Calling. Do you have a sense of calling in the work you do? What do you think it means to feel "called" to perform a specific job or responsibility? Do you believe God gives people a special calling for the kinds of work they can do best? Why or why not?
4. We can use things like a resume and vocational experience to evaluate Competence, but what are the best ways for determining Chemistry – how well an individual would fit with your team or organization?

Challenge for This Week

If you are in a position of hiring people, or helping to review potential job candidates, take some time this week to consider these four qualities for evaluating job candidates: Character, Calling, Competence, and Chemistry. Do you think you have been factoring these into your decision-making process?

This might also be a good time to re-evaluate yourself in these areas. Do you exhibit the kind of character that makes you an outstanding leader or employee? Do you feel a sense of calling for the work you presently perform? If needed, what steps could you take to improve your competence? And lastly, do you consider yourself to be someone people enjoy working with?

NOTE:

For more about what the Bible says, consider the following passages:

Proverbs 10:9, 11:3, 12:24, 13:6, 27:17; Ecclesiastes 4:9-12; Matthew 28:19; Mark 6:7

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