Framework for a Culture and Attributes Scorecard

The **Culture and Attributes Scorecard** is a practical tool designed to help businesses evaluate candidates based on their alignment with both the company's culture and the attributes that drive success.

This scorecard allows hiring managers to systematically assess whether a candidate is the right fit for the organization beyond their technical skills.

Point 1: Identify Key Attributes

Start by defining the top 12 attributes that are essential for success in both the company and the specific role. These should reflect the company's mission and leadership style. Examples may include:

- **Resilience**
- **Adaptability**
- **Accountability**
- **Self-Motivation**
- **Collaboration**
- **Hunger/Drive**

- **Problem-Solving**
- **Communication Skills**
- **Empathy**
- **Growth Mindset**
- **Transparency**
- **Grit**

Step 1: Assessment of Attributes

- Before using the scorecard, business owners and leaders should rate themselves how well they exemplify these attributes. This helps everyone understand what you're looking for in others. **Rating**: On a scale from 1 to 5, rate yourself.

Step 2: External Assessment of Attributes

- Again, before using the scorecard, have a peer, friend, and spouse or companion rate you, the business owner or leader on these attributes, to get an outside perspective. **Rating**: On a scale from 1 to 5, to feedback.

Step 3: Self-Assessment of Attributes

- Before using the scorecard, hiring managers should rate themselves on these attributes to understand their own alignment with company values attributes. This self-reflection will help determine what to look for in potential hires. **Rating**: On a scale from 1 to 5, rate themselves and get feedback from peers (friends, colleagues, or family) to gain additional perspectives.

Point 2: Candidate Evaluation Sections

A. Culture Fit Assessment

This section evaluates how well the candidate aligns with the company's cultural values. The focus here is on their overall fit within the organizational environment.

- **Core Values**: Does the candidate share and exhibit behaviors aligned with the company's core values?

- **Work Environment Fit**: Does the candidate thrive in the work style and environment provided by the company?

- **Attitude Assessment**: Rate the candidate's attitude, which is key to their success. Remember, attitude is harder to change than skills.

Rating Scale (1-5):
1 - Weak alignment
5 - Strong alignment

Example Questions:

- How do you respond to challenges that test your ability to collaborate with others?

- Tell me about a time when you disagreed with a company policy but still had to follow through. How did you handle it?

B. Attributes Evaluation

Evaluate candidates for the specific attributes that drive success, in the company and in the role. These will come from the refined attributes determined in Point 1.

For instance, if there is a focus on **resilience, hunger, adaptability, and leadership attributes**.

- **Resilience**: Has the candidate demonstrated the ability to bounce back from setbacks?

    o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

    o **Example Question**: Can you tell me about a time when you faced a significant challenge at work and how you overcame it?

- **Hunger and Drive**: Does the candidate display ambition, determination, and a willingness to push boundaries?

    o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

- o **Example Question**: How do you set goals for yourself? Can you provide an example of when you exceeded a goal or target?

- **Adaptability**: Can the candidate quickly adapt to new environments, processes, and expectations?

  - o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

  - o **Example Question**: Tell me about a time when you had to change your approach or strategy mid-project. How did you handle it?

- **Leadership**: Whether the role is explicitly managerial or not, does the candidate display leadership attributes such as decisiveness, empathy, or the ability to inspire others?

  - o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

  - o **Example Question**: In your previous roles, how did you inspire others or lead a project without having direct authority?

C. Mission Alignment Assessment

Evaluate how closely the candidate aligns with the company's mission. This is crucial for long-term engagement and motivation.

- **Mission Understanding**: Does the candidate have a clear understanding of the company's mission, and how do they express alignment?

  - o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

- **Mission-Driven Motivation**: How motivated is the candidate to work in an environment that aligns with the company's mission?

  - o **Rating**: [ ]1 [ ]2 [ ]3 [ ]4 [ ]5

  - o **Example Question**: How does our company's mission resonate with your personal and professional goals?

Point 3: Structured Interview Process for Attribute Evaluation

The following strategies can be used to assess attributes during interviews:

- **Behavioral Interviewing**: Ask candidates to provide real-life examples of how they've demonstrated key attributes. For example:

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- o "Tell me about a time when you had to work outside your comfort zone to meet a critical goal."

- **Role-Playing Scenarios**: Present candidates with realistic scenarios they might encounter in the role. Observe how they respond and whether they exhibit the attributes being sought.

  - o Scenario Example: "You've received an urgent email from a client, but your direct manager is unreachable. How would you handle the situation?"

- **Peer Involvement**: Involve multiple team members in the interview process to get diverse perspectives on whether the candidate embodies the necessary attributes.

- **Reference Checks**: During reference checks, verify whether the candidate consistently demonstrated key attributes in their previous roles.

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4. Rating and Scoring

During the interview and evaluation process, use the scorecard to rate each candidate on a scale from 1 (poor alignment) to 5 (strong alignment). Total the scores for each section (Culture Fit, Attributes, and Mission Alignment) to get an overall assessment.

- **Threshold for Success**: Define a minimum overall score that represents a successful candidate (e.g., a score of 70 or above out of 100). This helps objectively compare candidates and ensures that those with high alignment are prioritized.

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5. Refining the Scorecard

The scorecard should be reviewed and updated periodically to ensure that it aligns with the evolving needs of the business. Attributes critical to success in different roles may change as the company grows, so regular review ensures that the hiring process stays relevant and effective.

By incorporating these steps and strategies, the **Culture and Attributes Scorecard** becomes a robust tool for assessing candidates not just on their skills but also on their deep alignment with your company's mission, culture, and attributes. This ensures you're building a team that is motivated, high-performing, and aligned with the long-term vision of the organization.

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