



Recruiter goals risk falling into 'New Year resolution trap'

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Recruiters who resist the seduction of temporary goal setting at this time of year and formulate goals more aligned to their values will lay the groundwork for real success, according to a performance and behaviour specialist.

"Any time you're not fulfilling what's meaningful to you and highest on your values, you're vulnerable to immediate gratification," Dr [John Demartini](#) told Shortlist.

Bouts of indulgence and obligatory social events during the holiday period cause many to set common New Year resolutions, but once routine is restored in January, these are mostly forgettable, he says.

Continually expanding goals in incremental demands produces results, Demartini says, while setting artificially motivated and impulsively structured goals usually backfires.

"It's wise to set goals with our highest values [in mind] – that's where the highest achievements are."

Individual versus company goals

When a recruitment leader encourages his or her employees to set individual goals in line with the company's values at the exclusion of their personal values, they will foster disengagement, says Demartini.

"That's delusional, and many companies autocratically try to project that foolishly. That is not the way to do it."

"If you want people to follow you, it is vital that you are aware of their highest values", Demartini advises.

True leadership comes from recognising the values of everyone involved, and finding a way to incorporate those needs into a common goal, he adds.

Most people refer to their idealistic aspirations as values, but these are not actually values, says Demartini.

"If you ask somebody what they value, they'll tell you social idealism, integrity, truth, all these idealisms, instead of what their life demonstrates."

Demartini's method for determining the most important values to an individual include looking at how much of something features in one's personal space, what they spend their free time on, what they talk about the most, what they love studying and reading about, and what activities energise them *after* they're completed.

Any time a manager communicates intentions and responsibilities, he says, the wisdom is in learning how to communicate these in a way and with a language that the person they're delegating to "is going to be actually able to fulfil their values doing it".

Goal harmonisation

The most important aspect of employee engagement, and the achievement of any goal, is congruency, Demartini says.

From an efficiency perspective, when people are setting goals or doing actions more congruent with highest values, they become more spontaneously engaged and have a much higher probability of achieving, he says.

Demartini says the highest-ranking values for an individual are intrinsic – "they are spontaneously inspired from within to act and fulfil".

'Lower' values are more derivative and extrinsic, and require outside motivations and incentives in order to fulfil them.

Using this framework for goal setting helps an employee gain confidence and certainty, raises their self-worth, and inspires them to tackle greater challenges with creative innovation to solve problems, says Demartini.

"They're likely to achieve what's requested because they can see it's aligning with what they want, and they don't require high motivation incentives or things on the outside to get them to do things; there's no reason for punishment if they don't, no reason for pleasure and reward if they do."

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