

# Professional Development

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# Getting interviews but not any offers

<https://www.payscale.com/career-news/2019/06/7-reasons-youre-getting-interviews-but-no-job-offers>

# 5 interview questions that will help you hire better people

<https://www.linkedin.com/pulse/5-interview-questions-help-you-hire-better-people-jodie-aurelia>

# How to lead change

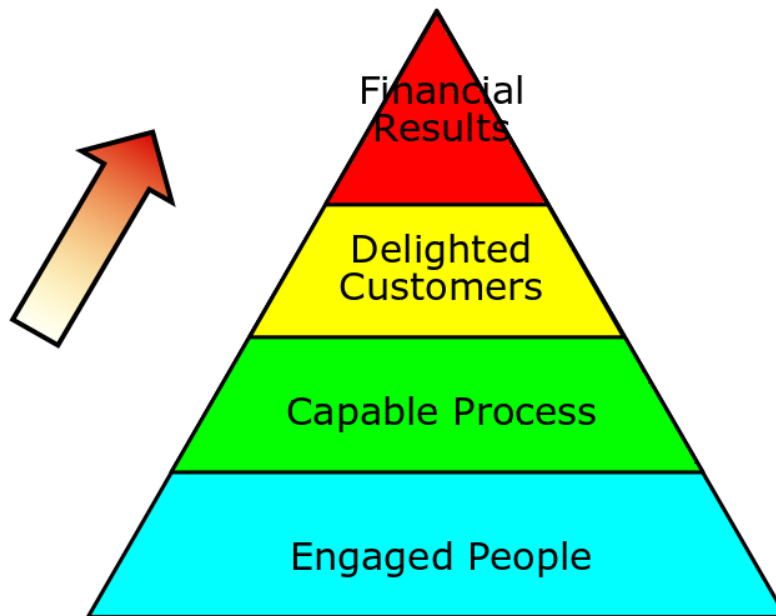
## [8 Step Process](#) (Kottor)

1. Establish a sense of urgency
  - Examine market and competitive realities.
  - Identify and discuss crises, potential crises or opportunities.
  - Create the catalyst for change.
2. Form a powerful coalition
  - Assemble a group with enough power to lead the change effort.
  - Develop strategies for achieving that vision.
3. Create a Vision
  - Create a vision to help direct the change effort.
  - Develop strategies for achieving that vision.
4. Communicating the Vision
  - Using every channel and vehicle of communication possible to communicate the new vision and strategies.
  - The guiding coalition teaching new behaviours and leading by example.
5. Empowering others to act on the vision
  - Removing obstacles to change.
  - Changing systems or structures that seriously undermine the vision.
  - Encouraging risk taking and non traditional ideas, activities and actions.
6. Planning for and creating short term wins
  - Planning for visible performance improvement
  - Recognising and rewarding employees involved in these improvements.
7. Consolidating improvements and producing still more change
  - Using increased credibility to change systems, structures and policies that don't fit the vision.
  - Hiring, promoting, and developing employees who can implement the vision.
  - Reinvigorating the processes with new projects, themes and change agents.
8. Institutionalising new approaches
  - Creating the connections between new behaviours and corporate successes. –  
Developing channels to ensure Leadership development and succession.

Read more [here](#)

# Improving performance

## Improving Performance



*Balanced Scorecard: Kaplan & Norton*

Start by making sure that people are engaged and then that they have capable processes. This will lead to delighted customers and in the end positive financial results.