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13 non-obvious habits to look for in hiring high-performing employees:

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1. People who take notorious notes

Notes are the closest thing that humans have to **time travel**.

You'll miss a finite detail and the notes will help you **remember instantly**.

If you want to be more focused, focus on note taking.

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2. People with a strong self-awareness to accept and manage feedback

- **Low performers**: Can't take feedback.

- **Average performers**: Take feedback and attempt to integrate it.

- **High performers**: Seek feedback and integrate it as essential to their success.

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3. People who write well

It doesn't matter if you're a designer, engineer or marketer, **you'll always have points to get across**.

Writing well means:

1) **Clear thinking**

2) **Empathy**

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4. People who lift others up

Let's be real: **startup life is tough**.

Having team members lift each other up is your team's **magic pill**.

So yeah, I dig folks who lift others up.

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5. People who aren't hyper productive every single day

You cannot be hyper productive **every day**.

It's **unsustainable**.

Productivity **ebbs and flows.**

Sustainable workers outperform.

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6. People who listen well

Listeners make others feel **valued**.

Remember the **RASA framework**:

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- **Receive**: focus your **attention** on what the person is saying.

- **Appreciate**: show signs of **appreciation**.

- **Summarize**: sum up in a **few words** what the person was telling you.

- **Ask a question**.

7. People who smile and laugh often

These are the little things that make work **fun**.

Startup life without fun is basically **impossible**.

Practice safe stress.

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8. People with an "us" mentality

Everyone loves a **team player**.

If you want to go fast, **go alone**.

If you want to go far, **go together**.

Employees who understand this are **massive multipliers**.

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9. People who are allergic to excuses

Superpowers:

1. Know **how to make mistakes**

2. Know **how to apologize**

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10. People who aren't afraid to ask quality questions

Better questions lead to **better answers**.

- Don't ask **yes/no** questions
- Use **follow up** questions
- **Never interrupt**
- **Never ramble**
- Be **comfortable with pauses**

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11. People who are able to prioritize on high value work

I like President Eisenhower's model:

Important + Urgent -> **Do 1st**

Important + Non-Urgent -> **Schedule**

Less Important + Urgent -> **Delegate**

Less Important + Non-Urgent -> **Avoid**

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12. People with high emotional IQ

How to gauge for **emotional IQ**:

Ask questions that make people **open up/vulnerable**.

Keep it **light and not too intense** or else you're flying too close to the sun.

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13. People who are (mostly) on time

If you're consistently late, you're basically saying that **your time is more important than someone elses**.

Point: you might think people don't pay attention to punctuality.

But people do.