

Q. I have an employee in a specialized position. His work impacts our finances in a positive and unique way. He works hard, applying his skills in some of our locations, but he simply isn't able to reach all of them. These locations are not meeting their financial targets. Knowing I can't ask him to do more, I need to hire someone to do this job in the underperforming locations. Considering how unique this role is, how do I find someone with similar qualifications?

A. Hiring practices have changed significantly in the past few years due to the demographic shift and constant change in our business climate. While I'm not a recruiting expert, utilizing good old fashioned communication will help.

Recognize leadership isn't always about having the solution. You have an opportunity to engage your star employee's help, which says you value his contribution. He's a great resource, so book some one-on-one time with him to talk about your challenge. Chances are he can help - social networking has become an effective way to find talented people.

Facilitate a brainstorming session to revisit his career, solicit his ideas, and ask questions to uncover hidden resources: What education does he have? Whom might he know who does similar work? What professional organizations does he belong to? Do they offer job boards, educational or social events where you can advertise your position? Where do others with his expertise hang out? What other industries or professions have similar challenges and how can you tap into their resources?

Work hard at knowing what your employees need to be happy and productive. Whether they share stories on Facebook, or simply tell a friend, word gets around. To learn more about creating great work place experiences, check out this blog:

[www.poweringemployerbrand.com](http://www.poweringemployerbrand.com).