

# How To Hire The Best People

# Most Important Management Job

- “Your success as a manager is simply the result of how good you are at hiring the people around you.”
- “Finding the right people is the single biggest problem in business today.”

# The Selection Interview

- Must be part of a system:
  1. Job descriptions/assignments/competencies:
    - Relevant reporting relationships
    - Statement of the department's/team's objectives
    - Details of responsibilities and duties (including teamwork)
    - Specific performance expected (outcomes)
    - How performance will be measured
    - Expected assignments
    - Assigned mentor
    - List of necessary competencies for the assignment

2. Recruiting, screening, interviewing, selection, checking references and follow-up procedures and systems
3. Performance coaching system

- Objectives of a selection interview:
  1. To assess competencies and skills that fit with the job situation and assignment
  2. To assess personal chemistry and cultural/values fit
  3. To identify past behavior as an indicator of future behavior
  4. To predict success in the job and with the organization

- Problems with the selection interview:
  - First impressions
  - Stereotyping
  - Comfort with similar people
  - Situational influences
  - Interviewer differences
  - Tendency to be unstructured

- Tendency to forget
- Tendency to remember only negatives
- Pressure to hire
- Interviewing order in which applicants appear
- Interviewer mood

- Solutions:
  - Attentiveness (privacy, no interruptions)
  - Objectivity (suspend judgment initially)
  - Active listening (encourage applicant to talk)
  - Arrange setting to put interviewee at ease.
  - Structure the interview – use an Interviewing Guide with questions written out (See Hiring Decision Scale Workbook on [www.charleswarner.us/indexppr.html](http://www.charleswarner.us/indexppr.html)).



- Solutions:
  - Take notes on the Interviewing Guide.
  - *Always* ask the same questions in same order.
  - *Never* hire after one interview and *always* get several opinions.

- Strengths of the selection interview:
  - Learn what motivates an applicant.
  - Assess chemistry and fit (values).
  - Discover greatest strengths and skills.
- Interviewing strategies:
  - Have confidence in your and your colleagues' intuition. You can't be afraid of making a mistake.
  - Everyone makes mistakes – it's how you learn.
  - When you make a mistake, correct it as soon as possible.

# Interviewing Strategies

- Don't talk too much.
  - This is the biggest mistake that most interviewers make.
- Put candidates at ease, be friendly.
- Probe for specific, detailed answers.
  - Lots of follow-up questions.
- Ask situational questions.
- Concentrate on past successes and skills, not on experience or education.
- Do not respond to negatives – keep an open mind.

- Interviewing strategies:
  - Look for strengths, not shortcomings.
    - Hire for strengths, skills.
  - Discover how they think, how they solve problems.
  - Find out why applicants want to *do*, not *have*, the job (do they know what the job entails).
  - Beware of halo effects (don't clone yourself).
    - This is the second biggest mistake people make.

# Competencies

- Traits to look for in the selection interview:
  1. Intelligence
    - ✓ Problem-solving
    - ✓ Practical
    - ✓ Creative
    - ✓ Emotional
  2. Motivation
    - ✓ Ambition
    - ✓ Competitiveness
    - ✓ Goal orientation
    - ✓ Growth orientation

3. Past performance success
4. Job skills, knowledge, and experience
5. Positive self-image, confidence, and optimism
6. Emotional maturity, realism, and self-control
7. Integrity, honesty, and dependability
8. Empathy and social sensitivity
9. Energy and personal impact
10. Conscientiousness (work ethic)
11. Flexibility and adaptability
12. Chemistry and cultural fit

13. Organization, planning, and discipline
14. Teamwork and cooperation
15. Independence
16. Passion
17. Curiosity, need to understand
18. Coachable
19. Communication skills
20. Listening skills
21. Strategic, long-term thinker
22. Team oriented (“we” not “me”)

- 25. Persuasive
- 25. Efficient
- 26. Analytic skills
- 27. Attention to detail, careful
- 28. Persistence
- 29. Action oriented, proactive
- 30. Grit



- List of traits will change depending on the job, assignment and situation.
- List of traits should not be longer than nine.

- Screening applicants, interviewing, and terminating interviews:
  - Screening -Talk to as many people as possible on the telephone briefly to assess qualifications.
  - Follow up - Ask them to write an e-mail explaining why they want the job (ask for a resume and a specific “cover letter” email explaining why they want the job).
  - Talk to people even if no job is open, to hone skills, assess job market, and for public relations.
  - Or use an in-house recruiter.

- Have applicants fill out application forms before the interview. Job application forms are legal documents, resumes aren't (state on application your organization's termination policy).
- Review the job description, the assignment, a list of desired competencies (on your Hiring Decision Scale), and the candidate's application before you begin interviewing.
- Check candidate's Facebook page.

- Always take notes on the Interviewing Guide – have the questions on the Interviewing Guide so you don't have to remember them.
- Start easy, friendly, you'll apply some pressure later.
- Give interviewees a decent shot at you – minimum 20 minutes – then terminate if someone is not a realistic candidate.

- Put an interviewing-terminating question on your interviewing guide so you don't run long.
- If interview continues, put a little pressure on candidates.
  - See how they handle stress.
  - See how they solve problems.
- When the interview is over:
  - Fill out a Hiring Decision Scale.
  - Write a brief evaluation on the Interviewing Guide and put in applicants' folder.

# Available Opportunities and Level of Expectations

- Fit your organization's opportunities *realistically* with applicant's level of expectations. It's usually a good idea to lower their expectations.
- Tell candidates that it will take longer than they think to learn about the complexities of the product and of the job.
- Sell the organization and the job, but under-promise and over-deliver.

- An applicant's level of expectations is controlled by:
  - Applicant's needs
  - Perceived opportunity in an organization
  - Interviewer's portrayal of opportunities and performance standards

# Reluctant Candidates – Ones You Think You Want

- Have someone else contact them first so they'll call you.
- Uncover needs in an interview.
- Sell a little more at the conclusion of an interview than in a normal interview.
- Use the same questions in the same order as you normally would – it will help you in the comparison process.



# Letters of Recommendations and Resumes

- The most valuable letters of recommendation are job specific and from experts.
  - Letters from professors are not worth a lot (HR CYA)
- Look for relevant experience, needed skills, and diversity on LinkedIn.
- The most useful resumes are job specific.
  - Over one-third contain false information, are overstated, and resumes are not legal documents.

# The Ultimate Hiring Rule

- Everything else being relatively equal, always hire the smartest person.
  - You can teach people almost anything, but you can't teach them to be smart.
    - But can't use IQ tests.
  - The only thing that can overcome a deficiency in intelligence is *motivation* (but *you* can't motivate people; they come motivated, and all you can do is provide an atmosphere that unleashes their desire to succeed, their need for mastery).
    - Don't use personality tests.

# Where To Find the Best People

- Recruit all the time.
  - Ask “Who do you know who’s talented?”
  - Ask “Who’s the hardest worker?”
  - Ask “Who’s the smartest worker?”
- Don’t use blind ads.
- Develop a reputation for hiring, nurturing, and promoting diversity.
- Develop a reputation for hiring smart people, *training* them, and promoting them.

- Referrals are the best source.
  - From current employees
    - Institute a bounty system.
  - From industry contacts
  - From friends

# Making the Offer

- Review with candidates a job description and *assignment*.
- Review type of performance expected and how it will be measured.
- Summarize and communicate the candidate's strengths.

- Review your organization's benefits package, compensation, etc.
- Review your organization's mission, purpose, values, and culture – make it worthwhile to work with you.
- Make the offer in a complimentary manner.
- Follow up after one month, ask if the job is what they expected and if they are happy – do the same after two, three and six months.

# Letting People Go

- Always give people a third chance, never a fourth chance.
- Never let people go in anger, under pressure, or in a crisis.
- If termination is a surprise, *you* have done something wrong.
- You have to let people fire themselves.
- Let the boss do it, you watch (if you're not the boss).

- Ten-minute terminations: less formality, more grace – preserve their dignity.
- No refreshments, no greetings, or nothing personal.
- Have a check ready and all the facts about money, benefits, vacation, etc.
- Be general, not specific about the reasons for dismissal.



- Do not argue or be defensive.
- Do not make promises you can't keep.
- Get keys, passes, IDs, etc.
- Do it Friday afternoon.
- Tell people about insurance continuation options (a legal requirement).
- Handling the garbage work, such as firing people, well gains you great credibility and value to your bosses.

- Keep terminated employees away from the office if possible.
- Do not give other employees any specifics about a termination.
- Statistics show that most people are better off after being fired and usually say good things about the person who fired them if the person does it gently and preserves the dignity of the person being let go.

- Most medium-sized and large companies require someone else be present at termination meeting, usually an HR person.
- Fine, but you do all the talking and take responsibility for the termination.
- Your most difficult job. Not everyone can do it.