Choosing the Right Employee for the Job

What Kind of an Employer are YOU

Before we can talk about hiring the “right person” for the job, we first have to identify what type of a “boss” you are going to be to that NEW employee

Leadership & Power
Stage 1 – Domination, force
Stage 2 – Seduction, making deals
Stage 3 – Charisma, personal persuasion
Stage 4 – Modeling integrity, generating hope
Stage 5 – Empowering others, service to others
Stage 6 – Wisdom, a way of being
Which Stage Do you Identify With?

Top 10 Hiring Mistakes
1. Not knowing what you are looking for
2. Inadequate interview preparations
3. Poor selection of interview questions
4. Hiring too quickly
5. Having no awareness of the Halo effect

Top 10 Hiring Mistakes
6. Hiring people just like you
7. Raising Standards unrealistically
8. Using only one interviewer
9. Having no interview process in place
10. Not checking references thoroughly*
“You give me the right people and I don’t care what organization you give me, good things will happen. Give me the wrong people and it doesn’t matter what you do with your organization, bad things will happen”

– Colin Powell

The Interview

• Traditional
• Situational
• Case Studies
• Behavior Based

Traditional

“Tell me About Yourself”
“What are your strengths/weaknesses?”
“Why should we hire you/why do you want the job?”
“Where do you see yourself in five years?”
“Do you have experience?”

In this type of interview applicants usually provide well rehearsed answers they think you want to hear
Situational

- “What would you do if...?”
- “How would you... if?”
- “What would you do if you had an employee who was consistently late?”

This type of interview tests an applicant's thought process and logical thinking.

Case Interviews

- The interviewer presents the applicant with a hypothetical case and asks the candidate to think out loud so that the direction of their thinking is understood. The problem is analyzed, evaluated and conclusions are expressed.

(Difference between the situational/case)

Behavior Based

- You ask the candidate to describe how they actually DID behave in a particular situation, rather than how they would behave
- You ask the initial question then follow up with probing questions
- You ask for details so the candidate can't theorize, fabricate or generalize their answers
Benefits of Behavior Based

• The interview is a structured process focused on predetermined competencies, which gives the interviewers more control and direction
• Structured notes are taken to document facts so that later all candidates can be rated accurately against the consistent standards

Sample Behavior Based Questions

Traditional– what would you do if you had a difficult client

Behavior Based -Give me a specific example of when you had to work with a difficult client

Probe – what did you do next? What did they say? What was the outcome?

Sample Behavior Based Questions

• Traditional – Are you considered a good leader and why?

• Behavior Based – Tell me about a situation in which you had to lead many people to achieve a goal

Probe – How did they respond? How did you keep momentum going? What was the outcome?
Now you create one….

• **Traditional** –
  Are you able to persuade others?

  *Behavior – based* would be????

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**Placement**

Having people in the correct positions is one of the key building blocks to driving success for your company.

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**People in the right position**

• Understand they have a responsibility, not just a job
• Do what they say they will do
• Do not need to be tightly managed
• Share the company’s core values
• Innovate without being asked
Makes Good Sense

Your current employees are trained, invested, and hold significant institutional knowledge; it makes better sense to match your employee with the right position.

An employee who is well-matched with their position becomes a super engaged employee who produces more work, better results, and is absolutely happier with their work life.

When was the last time you took a good look at your team to examine how each team member fits their position?

“Intake” form

- Name __________________________ Date ________________
- I am the happiest when I _____________________________
- My favorite thing to do when I have time (money isn’t an issue) _____________________________
- With my children I do THIS for fun _____________________________
- Favorite BOOK __________________________ Favorite Movie __________________________
- Favorite food to EAT ___________________________ Favorite food to COOK __________________________
- Favorite vacation __________________________ Favorite season __________________________
- Favorite COLOR __________________________ Favorite animal __________________________
- Sleep in or get up early on a day off? Favorite animal? __________________________
- Tell me something silly about yourself ___________________________
- Favorite subject in school? __________________________ Favorite Game __________________________
Emotions at work...

• Our emotions matter in every aspect of our life and our profession
• They fuel our behaviors, and allow us to strengthen or damage our relationships and career.
• Emotions can be considered valuable resources
• Identify whether or not they will help or hinder

Staff Morale Ideas

• Keep employees feeling their work is more than just a job
• Take time to creatively celebrate accomplishments
• Grant time off to employees to pursue projects they are passionate about
• Mix up the company's usual way of doing thing

Staff Morale Ideas cont....

• Don't forget to have fun
• Offer time away from the office to do some good
• Be transparent, and keep staff in the loop
• Give small perks with big personal impact
• Ask employees what motivates them
Share Morale Ideas

K&N Management

• 1)
• 2)
• 3)
• 4)
• 5)

Questions

Sources
- How to Choose the Right Person for the Job, Davila & Kursmark, McGraw-Hill 2005
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