

NEVER MIS-HIRE AGAIN

**3 Steps to Find and Hire
the Best People**

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Key concepts:

- Begin with the end in mind.
- Hire the eagles, avoid hiring the chickens
- Re-write job description – focus on actions/not platitudes
- Questions are always the answer

You want to find and hire the eagles and avoid hiring the chickens.

Begin With The End in Mind: Have a clear picture of what the ideal employee would look like in terms of strengths and skills.

Four areas to focus:

Character:

Are they honest, show up to work on time and give you fair days work? Diligent?

Competence: Do they have the skill to perform their job? Are they trainable and coachable? Sales and relationship skills? Are they constantly learning?

Likability/Attitude:

Do they have a positive attitude? Do they get along with other employees? Do they have better than average customer relationship skills?

Do they complain or talk about others behind their back?

Likability is not easily detected during the interview process because a large part of likability is trustworthiness and that can't easily be determined except over time. First impressions will have to suffice.

Results:

Example: What are your sales per employee or department level and is this above, below or equal to industry average? Who exceeds expectations in this area?

Is there an employee or set of employees that produces more than others that can set the standard? There is an old saying about hiring and keeping only the best people: Hire and keep the eagles and fire the chickens.

Peter Drucker once said that one of the problems of many interviews, was that they focused on weaknesses rather than strengths and key skills required to do the job effectively.

It is the difference between being a problem-solver, which is the way we have been taught to think vs. being a solution creator.

The very first step to conducting highly effective interviews is to re-write the job description to identify the key strengths and skills required to get the results you want.

Start by re-writing the job description to clearly identify the strengths and skills required to carry out the job well and then use effective questioning and listening skills to determine the best candidate.

Write the ideas in the form of actions: Give clear examples so that prospective employee has a good example or frame-of-reference.

Examples:

- Be able to read and identify the “key” messages from government regulatory manual and articulate them back to management and clients so that they understand.
- Make decisions that never break the laws of God or man under stressful conditions
- Hire and train effective sales people. (effective salesperson can sell 10 policies per month)
- Communicate effectively and positively with clients so that every client feels we have their best interest at heart and feel no questions went unanswered.
- Influence and persuade without abusing authority
- Avoid platitudes and meaningless fluffery like:
 - Must display the highest integrity
 - Must be a decisive leader
 - Must be a team player

(We all want these things, but state it so that it will be recognized. What does “integrity”, “decisive leader” or “team player” look like in the form of an action?)

The Questions is Always the Answer

Knowing how to ask the right questions and then listening [follow the 20/80 Principle: Ask 20%/Listen 80%]

It should be more like an audition than an interview.

If you were casting director for a play, and you needed an actor, you would not sit with them for an hour and talk about Shakespeare. You would have them act.

If you were hiring a clarinet player for a band, you wouldn't sit around and talk about Kenny 'G'...you would have them play a piece.

So, if this is how a performance based business works, why don't businesses do the same?

Give them a project to do!

When you do that, you are going to weed out the 80% that you don't want.

In fact, before even scheduling an interview, ask them to send you a Microsoft Word document with a simple letter explaining why you should hire them.

Do not send a resume, do not send a PDF and send it Margo@xxxxxx.com

You will find a fair share can't follow these simple 3 instructions – weed them out.

Next:

"Call me at 10:20 a.m. Tuesday morning and here's my phone number.

If they call at 10:25 instead of 10:20, they're out.

Bottom line:

If you want the 20% that produce 80% of the results, hire properly. Once hired, train for the actions that produce the results you want and then reward them well, like an owner. If you want them to perform like an owner, reward them like one.

Examples of employee interview questions

- What motivates you? Demotivates you? (their answer will give you some insight into whether they fit your culture and management style)
- How do you like to be corrected?
- How do you learn new skills best?
- What is the "Value" you hold most dearly? (What you want to find out is what their value-system is; how do they think and make decision? Remember: We all see the world thru our own paradigm or worldview. Just like picking friends or mates, it is all about relationships and those with diametrically opposed paradigms, we will never see eye-to-eye and thus end up having conflicts)

- At your last place of employment, what was the biggest problem you helped your boss or owner solve? (Their answer will be revealing as to whether they are a “Wrangler or a Strangler; a Wrangler is an encourager where as a Strangler is always complaining and giving off criticism)
- What is your greatest strength? Weakness? (This will give you more insight into their personality)
- What is your “pet peeve”? (This is going to tell you what causes them the most stress and whether this person will fit your management style and/or culture)
- What does America mean to you?
- What does privilege mean to you?
- What does tolerance mean to you?
- If you are assigned more than one task, how would you determine which order to get them accomplished?
- How do you judge if someone is a good person? By what standard do you judge others? Which is more important in judging someone, their motives/intent or their actions/behaviors?
- How do you want people to “view” you? What words do you desire people use to describe you?
- What gives you a sense of fulfillment?
- What feeling do you hate to feel the most? What do you do to protect yourself when you feel this way?
- What feeling do you love to feel the most?
- What characteristics in someone else make you trust them; like them?
- What do you do when you catch yourself in a lie?
- Do you consider yourself a tolerant or intolerant person?
- Is it safe for me to give my opinion or are you going to judge me for my worldview?
- Do you respect diverse points of view, or do you condemn others for convictions that differ from yours?

This gives you some idea.

Reword the questions and/or add questions.

The idea is to “think” about what you are looking for in this position in terms of Competency (skills), Character and Results.

The Question is Always the Answer.

- What does an ideal employee look like?
- What is your best source of finding your ideal/dream employees?
- How many of your current employees are the 20% that generates 80% of your revenue/profits?
- How many employee referrals do you get from your current staff?
- How many customer referrals do you get from your current staff?
- Would you like to get better results than you are now getting with 20% fewer employees?

Schedule a consultation to see how you can begin to find where the great employees are. You'll discover how understanding what's important to your ideal employee will change your next employee search. Call us now to set up your **FREE Never Mis-Hire Consultation.**



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