

Hiring for Excellence

How to Take the Guesswork Out of Hiring Key Employees (Part II)



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Part 2

Seminar Agenda

8. See through the applicant's mask.
9. Great questions have tell-tale answers.
10. Hypothetical vs. behavior-based questions.
11. The value of references, if any.
12. Make the hiring decision.

See Through the Applicant's Mask

- The strength of an interviewer lies in asking questions from a list prepared in advance.
- Questions related to interviews should be *specific* to the task. Generalizations beget ordinary talent.
- A applicant's true self can only be realized once he/she gets over nervousness.

See Through the Applicant's Mask

- Is the applicant dressed appropriately?
- Read body language.
- Ask behavior-based questions.
- Gather versus give information.
- Can applicant's do what they claim?

Great Questions Have Tell-Tale Answers

Consider this: many interview questions have already been anticipated and practiced by the applicants to the point that their answers are not authentic.

- “How will you identify problems on the job?”
- “Can you provide an example of how you dealt with workplace change?”

Great Questions Have Tell-Tale Answers

- “What motivates you to do your best?”
- “What is the #1 job-related area where you need to improve the most, and what actions are you taking to improve in that area?”
- “What factors do you use to evaluate and accept a job offer?”

Great Questions Have Tell-Tale Answers

- “Please prioritize your five biggest strengths that will make you a perfect fit for this job.”
- “I want to ensure that every new employee has the best chance of succeeding. Tell me how I can help you succeed.”
- “Tell me about the last time you lost your temper at work.”

Hypothetical Versus Behavior-Based Questions

- Hypothetical questions are based on anticipated or known job-related tasks, phrased in the form of problems, and presented to the applicant for solutions.
- Behavior-based questions focus on how an applicant acted in specific employment-related situations. Instead of asking how they **WOULD** behave, ask how they **DID** behave.

The Value of References, If Any

- The facts.
- Opinions.
- Not your job to...
- The questions applicants ask reveal their priorities.

The Value of References, If Any

- Check references on finalists only.
- Don't delegate the task.
- Release references from liability.
- Be prepared to handle resistance.
- Know what to ask/not to ask.
- Treat written references lightly.
- Document and evaluate what you heard.

Make the Right Hiring Decision

- Don't judge a book by its cover.
- Don't make the process more complicated than needed.
- Don't hire against your better judgment.
- Don't drag your feet.
- Avoid the most common hiring mistakes.

Make the Right Hiring Decision

- Sell the job opportunity.
- Use the ten question strategy.
- What to do about the over-qualified.
- Bring the interview to a close.
- Tell the applicant what happens next.
- End on the up beat.

Make the Right Hiring Decision

- Accurate measurement is the key to effective decision-making.
- Be aware that the inexperienced interviewer's personality can impact the outcome of the selection decision.
- Gather feedback from all of the interviewers.
- Focus only on job-relatedness.

Make the Right Hiring Decision

- Document the interview.
- Compare and rate applicants.
- Identify the best choice.
- Reject unwanted applicants tactfully.
- Would you hire someone you didn't like?

Thank You

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About the Facilitator

Carol Hacker is a speaker, seminar leader, corporate consultant and author. She has over thirty years of human resource management experience and has been the president of Hacker & Associates since January 1989. Carol specializes in teaching managers, supervisors, team leaders, HR professionals, executives, and business owners how to meet the leadership challenge!

Carol has developed and facilitated training programs for over 500,000 people in business, industry, and government. Her customized seminars, presented in a powerful, professional environment, have helped organizations of all sizes educate and motivate their leaders.

Contact Carol for more information on her customized in-house seminars, 14 books and scores of audio CDs.

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