



THE BEST

little book

ON

HIRING™

For First Time Managers
& Others Looking to Improve Their Skills

JOHN BISHOP

HIRE to COMPETE® 

THE BEST LITTLE BOOK
ON HIRING

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Table of Contents

Introduction

Section #1: Today's Hiring Realities

Section #2: Current Hiring Practices

Section #3: How to Make Hiring Your Competitive Advantage

Section #4: Hire Like a Head Coach

Section #5: Additional Thoughts

Conclusion

About the Author

You'll never read a book on hiring like this one.

Purpose of the Book

This book will help you answer two questions:

1. How can I field a winning team when the employee mix is constantly changing?
2. How can I turn employee job-hopping into my competitive advantage?

Who Should Read the Book?

- First time managers and supervisors with hiring responsibility
- Progressive managers who want to improve their hiring skills
- Companies who want hiring to be their competitive advantage
- Entrepreneurs

In this little book, you will find actionable, easy-to-implement advice on ways to hire and retain top talent. The Best Little Book on Hiring™ is written to make hiring your competitive advantage.

Too many businesses are like semi-trucks careening down the highway at 100 mph with the back doors open. Unfortunately, the profits are falling out of those doors.

This book will help you keep the back doors closed.

The exciting do-it-now-or-lose-the-opportunity type challenges are at the front of the truck - i.e., strategic planning, buying a new company, a sales opportunity that will significantly change the company, overcoming a difficult competitive situation, etc.

Far less exciting, but equally important, is the back of the truck. Those open back doors allow the profits to fall out. Those lost profits are often associated with employee issues. i.e., under performing employees, safety and Workers Comp issues, turnover, absenteeism, poor customer service, time spent

resolving employee conflict, lost sales opportunities, etc.

Food for Thought - US Bureau of Labor Statistics

- In five years, Millennials will comprise over 50% of the labor market
- Job-hopping - 2.3 years – average Millennials will stay with their current employer
- 4.1 years – average stay for all workers

This is not another book about Millennials. However, it is a book about how they will change hiring forever.

In recent years you may have dealt with several Millennial employee issues when they were only 15 - 18% of your workforce. But, you haven't seen anything yet.

Young employees today are being told that they will have 10 to 15 jobs during their career, and to always keep their résumé current and their options open. Millennials and all future Instant Everything generations after them will change our world as never before. Rapid and revolutionary change will become the standard as more and more of these young people take their rightful place in the world. Hold on, this is going to be an exciting, challenging and to some – a very scary ride. Are you ready?

Help for New Managers:

- What are some of today's hiring realities?
- What can the World Series of Poker (WSOP) teach you about hiring? Everything!
- 10 reasons interviews favor the candidate – and how to change that.
- Why it is important to Hire like a Head Coach™.
- Rate your current hiring process.
- Why job descriptions are soooo yesterday.
- What is a Hiring Goal Statement™ and why is it important?

- [The importance of an enhance Interview Evaluation form.](#)
- [12 things to know about pre-hire assessments.](#)
- [Rate your current pre-hire assessment.](#)
- [How to make hiring your competitive advantage.](#)

Why is the Book so Small and FREE?

Because I value your time! With today's pressure packed schedules you don't have time to read a 175 page book that includes 75 pages of material and 100 pages of fluff.

Why free? This is a .pdf file. All the costs are in making the first copy. After that, everything is free. It only involves a few key strokes for someone to either download the material or forward it to others. Go for it. If you like the material please [spread the word.](#)

A Totally Outrageous Goal:

To have every new manager in the US read The Best Little Book on Hiring™.

A Slightly More Realistic Goal:

To help you improve your hiring skills and make them your competitive advantage!

Section #1

Today's Hiring Realities

What You Will Find:

- 5 Reasons I wrote the book
- Lessons from the World Series of Poker
- Golf vs. foot golf
- Top 10 facts about the Instant Everything generation

5 Reasons Why I Wrote the Book:

1. Most managers have difficulty hiring above their self-image.
2. Too many managers fall in love with a candidate in the first five minutes of an interview.
3. 70% of all résumés include fictitious information. - SHRM study
4. A candidate can search the Internet for the “best answers to interview questions.” The results: 313 books on Amazon, 54MM hits on Google and 1.8MM hits on YouTube.
5. Job descriptions are the starting point for most open positions. We need job descriptions, but maybe it's time to rethink the starting point.

Recently, I met a Harvard School of Business professor with over 25 years of experience teaching and asked him what is the difference between the students now and when you started teaching? His answer was enlightening. “At Harvard we've always have very bright, capable students. The major difference is that today students will examine and challenge everything. They are constantly asking questions about why and how to make it better. They don't believe in the status quo.”

We're seeing that same thing in business. Many managers are frustrated by the work ethic and work/life balance issues that young employees bring to the workplace. In fact, many managers are asking “why can't they be more like us?” That's like putting a wild stallion in a 10' X 10' stall, and then asking why the horse kicked the stall door down. I'm not saying they are always right, but

if your goal is to gain a competitive edge, then the question should be “how do I harness their energy - not stifle it.” Here are some examples of what young employees can bring to your operation.

#1 – World Series of Poker

What can you learn about young employees from a championship poker tournament?

Everything! In short, it is a microcosm of today’s young employees. They feel they are entitled to representation at the final table at the World Series of Poker (WSOP) championship, and in the executive suite at your company. And, based on a recent a championship they may be correct.

The World Series of Poker (WSOP) is the largest poker tournament in the world. Approximately, six thousand people pay a \$10,000 entrance fee to play Texas Hold’em poker for three months. Players are dealt seven cards – three down and four community cards that everyone at the table can see. Each player makes their best hand with five cards. The WSOP winner receives over \$8 million.

In 2011, the final table told us a lot about our rapidly changing world. The final table consisted of nine people and included only one person over 45 year old, a 34 year old, and seven contestants who were under 26 years of age.

The 22 year old winner was a college dropout and had never played with other people on a real poker table. He learned all of his skills on the Internet. To win he had to beat at least ten past WSOP champions and Hall of Fame poker players. He was unfazed by the pressure, and at one point bet \$7 million into a pot worth over \$64 million.

At the WSOP final table, the young players earned the respect of the poker world by their overwhelming numbers (78%) and their aggressive play. They can be disrespectful, cocky, self-centered, tattooed and have body piercings in places you don’t want to know. But, they are also talented, focused, intelligent, and ready to meet new challenges.

You may not be hiring high risk, high reward poker players, but there are lessons to be learned here. These young players challenged the WSOP elders and won. They did not learn their craft in smoke filled back rooms. Instead, they played thousands of games on the Internet. In poker and in business, young people are breaking old fashioned stereotypes. Today's young employees are becoming change leaders. They are forcing change.

#2 – Foot Golf

On the surface, you would think golf equipment manufacturers and golf courses would be doing pretty well. Baby Boomers are retiring and/or have more free time. In fact, the over 50 market looks good, but the rest of the picture looks much different.

For young people it's about their time and money priorities. They don't want to spend five hours to play a round of golf on a busy Saturday, and also spend time practicing at a golfing range. They are also not interested in buying expensive golf clothes or equipment.

Their solution: Foot golf. No expensive clubs to buy, virtually no practice time needed and much less time actually playing the game. Young people use a soccer ball on a regular golf course. They tee off using their leg and continue around an existing golf course until they reach the green. The player taps the soccer ball into a much larger cup.

Is foot golf catching on? Yes, since 2011 they have established the American Foot Soccer League and signed up 286 courses in 41 states. It will grow rapidly in the near future.

QUESTION to **PONDER**

What part of your business or industry will make significant changes in the next 3 to 5 years? Are you ready? Can you turn that change into a competitive advantage with the talent you have?

I will admit that I don't always understand younger employees, but I love what they bring to companies. In a very real sense they are saying:

“Validate me as a person or lose me (turnover or engagement) as an employee.”

10 Facts about the Instant Everything Generation:

1. We like the Internet, video games, cell phones, and social media because they are exciting, action-oriented, multi-dimensional and FAST.
2. We will use instant communications, flexibility and rapid decision making to make the most of our day.
3. On the Internet I can research anything and challenge the status quo on everything.
4. We can develop new ideas, share them with others and have them validated immediately.
5. We get bored easily.
6. On the Internet we are in control. We can decide what we do, who we will communicate with, and at that time of day or night the activity will take place.
7. We can instantly explore exciting new places, things and ideas without ever leaving our computer.
8. On the Internet I can learn from the brightest minds in the world without lectures, training sessions and classrooms.
9. On the Internet everyone is equal. We don't care about a person's skin color or who they sleep with. We ask, “What can we do, learn,

accomplish and/or have fun doing together?”

10. We like change and flexibility.

Section #2

Current Hiring Practices

What you will find:

- 10 Reasons why interviews favor the candidate
- Gallup poll that compares top and bottom performers
- A typical job opening situation
- How to rate your current hiring methods
- 7 Habits of effective interviewers
- What is included in the paper trail and why do I need it?

The current hiring methods are weighted very heavily in the candidate's favor. Net result: You find more and more candidates who interview well, but whose job performance is less than you anticipated.

10 Reasons Why Interviews Favor the Candidate

1. Internet - candidates can prepare for an interview by doing extensive research about a company, the open position, the industry and the competition.

2. The Résumé – They say “if you're feeling depressed have your résumé prepared by a professional résumé writer.” It will cheer you up to see how much you've accomplished – real or imagined.

In addition, candidates can apply to ten different jobs over the Internet in a very short period. They can have multiple résumés that can be tailored to a specific job, company or industry and send out in milliseconds.

For example: You have an opening for a financial advisor and Tim Candidate sends you his sales résumé that highlights a strong desire to get into that field. What you may not know is that he has a résumé for a customer service position and one specific to the oil and gas industry. Which résumé represents his real

passion?

3. Books – If you search “Best answers to the most asked interview questions” on Amazon you will find 313 books. Candidates can sharpen their interviewing skills with books or by searching the Internet.

4. Keywords – Today’s candidates are sharp. They know that over 75% of all résumés are processed through applicant-tracking-software (ATS) looking for specific keywords, e.g., a manager’s position may need ten keywords similar to lead, organized, developed, succeed goal, reduced costs, etc. Other positions would require different keywords. Keyword analysis is important but it develops an inherent problem.

The goal for the candidate’s résumé is to get an interview. Let’s say you are applying for a job with the ABC Company who uses the ATS software. In order to get the interview, you may have padded the résumé, e.g., you added “lead a team” when you really had little authority and were only part of the team. Or, you include “reduced costs by 33%” on the résumé when really that was the result of some new production equipment that was put in just before you got to the company.

Do these examples happen often? Unfortunately, yes. Maybe that is why the SHRM, the Human Resources professional organization, estimates that more than 70% of all résumés include fictitious information.

When interviewing a candidate, don’t take the keywords at face value. Ask questions and then follow up questions. Dig into those areas and make sure you are comfortable that they really did the work shown on the résumé.

5. Candidate’s Ready, Manager’s Not – A friend of mine wanted to help his 24 year old son get a real job. In the past the son had a couple of dead-end, entry-level jobs. His son was about to interview with a Fortune 500 company with good pay and benefits.

The father bought his son a new suit, asked him do Internet research on both the company and the best answers to the most often asked interview questions. Also, he paid to have his son’s résumé done professionally. Then he and his

wife spent several hours in practice interview sessions with him. The son was prepared.

Many candidates will be like my friend's son – prepared. For the candidate, the interview with you may be the most important activity in their day.

Now compare that to your day. You are scheduled to interview someone for the open position at 10:00. You got to work at 8:00 and so far you've been in meetings most of the morning, answering numerous emails from your boss, and dealt with a serious employee issue. In short, while the interview may be extremely important, you are not as prepared as the candidate.

6. Many Managers Don't Hire Above Their Self-image

This is a big and expensive problem for business. Many managers do not want to risk being out shine by someone they are managing.

However, by hiring the best talent you are making your job much easier. Hire the best talent, inspire, train and motivate them and you will reduce a lot of your time-consuming and costly employee issues. The chart below clearly shows that TALENT WINS! Make your job easier – hire the best. Don't rush the hiring decision.

Comparison TOP 25% vs. Bottom 25% *

– Top performers –	
Absenteeism	37% lower than bottom performers
Turnover (in high-turnover organizations)	25% lower than bottom performers
Turnover (in low-turnover organizations)	65% lower than bottom performers

Shrinkage (theft)	28% less than bottom performers
Productivity	21% higher than bottom performers
Quality incidents (defects)	41% fewer than bottom performers
Safety incidents	48% fewer than bottom performers
Profitability	22% higher than bottom performers

* Gallup study on employee engagement

This may seem obvious to you, but let me suggest something. If you are trying to reach ever increasing goals (sales, lower costs, more profits) but are hiring below your self-image – what happens? You end up hiring more people.

7. The Interview

41% of all hiring decisions are based on appearance alone. -Investor's Business Daily

Here is a scenario that is all too common, but one you should avoid.

What happens in an interview if you make the hiring decision based on the candidate's first impression? Let's say that you make the decision in the first five minutes of a 60 minute interview. What happens during the remaining 55 minutes?

As soon as the hiring decision is made, the interview stops and the selling begins.

For too many managers, the interview goes like this. The candidate makes a great first impression and the hiring manager makes their decision. Now the goal is to get the candidate to make a positive decision so the manager can go back to the mountain of work sitting on their desk.

In these cases the manager talks too much rather than asking questions and

actively listening to the candidate's responses. For example: the manager and the candidate establish a common bond, i.e., went to the same college, have mutual friends or they both have a favorite sports team. Net result: A potential poor hiring decision in the making.

Obviously, this is not the correct way to conduct an interview or make a decision, but as the Investor's Business Daily percentage indicates, it is happening far too many times.

QUESTION to PONDER

- Let's say you are the VP – Operations and your plant manager has purchased a \$60,000 machine based on appearance alone, and did it in less than 10 minutes? What would you do?
- Why do we let that happen every day in hiring?

8. Comments that can Short Circuit the Hiring Process

- "I'll know him/her when I see him."
- "I'm a good judge of character."
- "Just do it the same way we did it last time."
- "That's the way we have always done it."
- "Please sit down while I read your résumé."

9. No Clear Hiring Goal

The candidate comes with a clear goal for the interview. They want a job.

As the hiring manager, do you have clear, written goal for the interview? Before developing that goal, it will be helpful to review your department's talent strengths, developmental needs and gaps? How will a new person upgrade the talent in your department?

10. Speed Kills

This scenario plays out every day in companies across the US - even yours.

URGENT - IMMEDIATE JOB OPENING

A manager just lost a person in their department and calls HR to immediately post the job opening. HR asks to go over the job description and the specific needs in more detail. The hiring manager responds: “I’m really busy; just find some candidates based on the job description you used last time.”

HR starts the process and gets several candidates in for interviews. The candidates go through the company’s current hiring process which might include second interviews, drug testing and background checks, etc. The hiring decision is made and the successful candidate is offered the position.

Six months later the candidate is not performing to the manager’s expectations. There are multiple meetings with the hiring manager, maybe with the boss and with HR to fix the employee performance issue. This activity is taking valuable time away from other priorities and costing the company money in missed opportunities, stress to the co-workers who are picking up the slack, lower employee engagement, etc. In one of those meetings the hiring manager says: “We wouldn’t have this problem if HR had found better candidates.”

Ownership of the hiring process is an important key to making hiring your competitive advantage.

HR should not be your excuse for a poor decision. Rather, they should be your strategic partner in finding and retaining top talent.

Let’s say that you were the hiring manager in this case. That hiring decision would have been a costly, time-consuming experience that you would not want to duplicate.

QUESTION to PONDER

Do you have a paper trail to review your strategic thoughts about the talent needs for the open position? Often, there are informal, verbal discussions with your manager and/or HR about the needs for the open position. And, there may be a few notes, but seldom is there a formal written form that spells out your strategic thoughts about the needs for the opening.

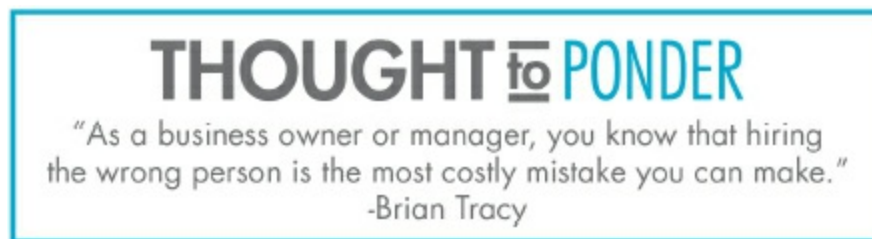
The Importance of a Paper Trail

Having a start-to-finish paper trail is essential in today's job-hopping hiring dynamics. The paper trail will help you increase your hiring skills in two ways:

- It helps you focus your strategic thoughts on your department's talent needs
- It gives you an opportunity to review, refine and enhance your hiring skills

Many of the components of the paper trail are already in place, i.e., job description, résumé, background checks, job requisition form, pre-hire assessments, etc.

Important parts of the paper trail that will be discussed later in the book are: the Hiring Goal Statement™, the Job Outlook™ form, an enhanced interview evaluation form, and (if needed) a hiring decision form. Add to this a positive attitude about job-hopping employees – similar to how a successful Head Coach handles their every changing player scenario – and you have a hiring competitive advantage.



Rate Your Current Hiring Methods

You may find this chart helpful in finding what you want to include in your hiring process.

Rate Your Current Hiring Methods Guarding the Front Door™	Senior Level	Sales	General	Entry Level
Hiring is a TOP priority				
Job descriptions have been written within the last two years				
The company has developed a Hiring Goal Statement™ *				
All candidates are vetted through the hiring process (no FOB's – friends of the boss)				
All candidates are tested for job fit and team fit				
Prior to the Interview – on a form				
Hiring manager reviews their current team's strengths and weaknesses				
There is a top performer benchmark for the open position				

Rate Your Current Hiring Methods Guarding the Front Door™	Senior Level	Sales	General	Entry Level
There is a clear picture of an "A" player profile				
Hiring manager understands the position's future needs (2-4 years)				
There are 1, 3 and 6 month expectation goals for the new employee				
Hiring manager has a clear understanding of why the position is open				
Hiring manager has clearly defined the position's biggest challenges				
Hiring manager defines the specific talent(s) needed for the job				
Candidates will be assessed for problem solving & behavioral traits				
Candidates will be matched to the top performer benchmark				
Hiring manager signs the Job Outlook™ form				
Interview Evaluation Form Includes:				
Reminders to hiring managers for what they can and cannot ask				
The company's Hiring Goal Statement™*				
The 4 key interview questions to be determined in the interview				
Which pre-hire assessments are needed				
Whether the candidate meets your definition of an "A" player				
Whether the candidate meets your future (2 - 4 years) needs				
Your desired competencies for the open position				
The 1, 3 and 6 month expectation goals for the new employee				
Whether the candidate's salary expectations are realistic				
The candidate's education & work experience				
Whether the candidate's work experience is transferable				

Rate Your Current Hiring Methods Guarding the Front Door™	Senior Level	Sales	General	Entry Level
The Key Question: As the hiring manager, how will you maximize this candidate's success - quickly?				
Each interviewer fills out and signs the interview evaluation form				
After Hire				
Reference checks and background checks				
Drug tests				
The Job Outlook™ and Interview Evaluation forms establish a written hiring paper trail with signatures				
On-boarding is a priority and top management is fully involved				
There is an annual review to refine and improve the hiring process				

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* Hiring Goal Statement™ - see the next section

QUESTION to PONDER

We find that good hiring methods work well at the top several tiers of an organization, but often are changed in various parts of the organization, i.e., farther down the organizational chart, in a remote branch location, by a rebel manager or in your high turnover area.

How many different hiring methods does your organization have?

Are they all functioning in the same way?

7 Habits of Effective Interviewers

1. Think strategically – Effective interviewers will hire above their own self-image. Prior to starting the interview they review their written, strategic notes about the current team’s strengths, developmental needs, talent gaps and the future needs for the open position, e.g., how can we increase the department’s talent? What does an “A” player look like for this open position, etc.

2. Four Key Questions – Effective interviewers focus on finding the answers to these questions:

- Will the candidate add talent to my department?
- Will the candidate work well with the other team members?
- Will the candidate take ownership of the job responsibilities?
- As the hiring manager, what will you do to maximize this candidate’s success – quickly?

3. Job Fit, Team Fit – Today’s employees are saying “Validate me as a person or lose me (engagement or turnover) as an employee.” It is essential that the interviewer understand what a person is bringing to the job. Does the person fit the job, the team and your management style?

4. Be Ready – The candidate will come prepared. We know you are busy. Time is short, and you probably have multiple deadlines. But, good interviewers make sure the interview is a top priority for their day. A little preparation time on the front end will save you countless after-hire hours if the candidate does not work out.

5. Be a Good Listener – Ask probing follow up questions to dig deeper and deeper into specific areas about the candidate. If the candidate is prepared with canned answers to your question – throw them a curve ball. Ask open ended questions, i.e., what if, how, why, what happened when type questions. LISTEN, LISTEN, LISTEN!

6. Don't Fall in Love – Effective interviewers know how to control their emotions while they continue to pull valuable information from the candidate. As soon as the conversation turns away from business and into a lengthy discussion about a mutual interest, the candidate has won. The net result may be a poor hiring decision.

7. Test, Don't Guess – Good interviewers know the importance of an objective third-party pre-hire assessment on the candidates. They know that an effective, scientifically based assessment will save them time and shine light on possible areas of concern. They can also provide targeted interview questions. (more details about assessments later in the book)

Make Your Life Easier

Don't let your ego get in the way of a good hire. Get your team involved. I had a group of eight customer service people. I had to hire someone and asked the group to interview the last two candidates. They knew that the final decision was mine, but it gave them ownership to the process and to the new employee. They also chose the same person I thought was best suited for the job. Net result: Good hire, greater acceptance of the new person and a faster on-boarding process.

Section #3

How to Make Hiring Your Competitive Advantage

Easy-to-implement ideas

What You Will Find

- What is a Hiring Goal Statement™ and why do I need it?
- Why are job descriptions soooo yesterday?
- Why an enhanced interview evaluation is so important.
- Help for high turnover areas
- How to implement the strategic hiring forms
- Four reasons for quality pre-hire assessments
- Twelve things to know about pre-hire assessments
- Rate your current pre-hire assessment.

In a perfect world all managers would be inspirational leaders and all of their team members would be actively engaged in your goals and objectives. Each manager would be fully prepared before being promoted, and they would always excel in hiring the right people for the right position. Unfortunately, that's not the real world.

In today's world, change is coming at lightning speeds from all directions. You must hit the ground running. This crazy, frightening at times world is not going to slow down for anyone. In fact, just the opposite will happen. The Internet, emerging technologies, social media, retiring Baby Boomers and the influx of more Instant Everything employees are having a profound impact on the speed of business.

Patience is not a cornerstone for young employees. Never has it been more important to do it right on the front end – the hiring. In this section you will find several small, easy-to-implement ideas that will have a significant impact your team's productivity, employee engagement and retention rates.

The strategic forms discussed in this section will only add about fifteen (15) minutes to your current hiring process. However, they will become key parts of your start-to-finish paper trail and reference points as you improve your hiring skills. Notice that each of the forms focuses your attention on three key areas:

- Hiring Goal Statement™
- The four key questions for every interview and hiring decision
- Driving the strategic information from the job description and the Job Outlook™ form through the interview and hiring decision.

QUESTION to PONDER

With so many job-hopping employees, how can you insure that your Mission Statement remains the framework for your corporate strategy?

Hiring Goal Statement™

Mission Statement + Hiring Goal Statement™

Take your Mission Statement one step further and clearly define the people you need to successfully implement the mission. Most companies have a Mission Statement, but few have a Hiring Goal Statement™.

Your company's Mission Statement clearly defines the company's guiding principles. Probably some time ago a group of your executives and managers took great care in crafting the exact wording. Once completed, the Mission Statement became an important part of both your internal communication and external marketing.

Is that still the case today? A lot has changed since your Mission Statement was created. The Mission Statement is still important, but it may have been diluted by the passage of time and the addition of new employees.

Successful hiring should drive your Mission Statement. How?

The Hiring Goal Statement™ is a short, positive, non-discriminating statement about the characteristics you are looking for in new employees to fulfill your Mission Statement.

Your company's Hiring Goal Statement™ should become an integral part of all discussions concerning an open position, all interviews and the final hiring decisions.

When it becomes engrained in your hiring process it will become both a benchmark and a constant reminder of what is needed to drive your department's continued success. Here are some examples:

- #1: We want to hire individuals who will take ownership of their job responsibilities and who want to improve themselves and the company.
- #2: We want to hire passionate individuals who share our values and determination to help students succeed. Never compromise by making a quick hiring decision.
- #3: We want to hire passionate, innovative individuals who have a sense of urgency and a take charge approach to life.

Why do we need a Hiring Goal Statement™?

The short answer may be Earl Nightingale's quote on goals: "People with goals succeed because they know where they're going." In theory, you should not need a Hiring Goal Statement™ as a reminder of the type of people you need to succeed. But, look around your company and your area of responsibility. Do you see any underperforming employees? Sales people who are simply taking orders? Any employee engagement issues? Any individuals who have trouble consistently getting to work or have a poor work ethic?

Somehow they got into the company. Did a manager make the hiring decision based on a first impression or because a candidate went to the same college or had a similar hobby in common? Or, did the manager hired base on the

candidate's first impression? The Hiring Goal Statement™ focuses your attention on what is important to be successful in your area.

If the company does not have one, can I still use the Hiring Goal Statement™ in my area? Absolutely! Ideally, companies would make it an indispensable part of the hiring process. In reality, some companies are not ready to implement it throughout the company. You can still use it. Here are some examples for specific areas:

Sales Organization:

We want enthusiastic individuals who understand we are in a relationship oriented business, and who are passionate about helping their clients succeed.

Accounting Department:

We want honest individuals with an analytical mind, sound business judgment and creative problem solving skills.

Warehouse Positions:

We want honest, safety conscious individuals with a strong work ethic and who are customer oriented.

When should I use it? The key is focus. Used correctly, your Hiring Goal Statement™ should be front and center for all discussions about an open position, all interviews and when the final hiring decision is made.

As a cautious note, it should not be on external documents including job descriptions that are posted on the Internet. Reason: Armed with that information candidates may tailor their interview a certain way to meet your criteria.

Does it conflict with the Equal Employment Opportunity (EEO) statement?

No. The wording is a positive expression of the qualities you are looking for in all employees. These qualities can reside with anyone without regard to race, color, religion, sex, national origin, age, disability or sexual orientation.

Job Descriptions are Sooooo Yesterday

Job descriptions are essential, but they offer only the most basic information. For example: education, skills, experience, etc. They do not include the essential, strategic information on the open position.

For example: You have two openings for a branch manager. One branch may be in Topeka and includes eight people covering the needs of four states. However, the other branch is in Dallas and includes forty-two people covering just the northern part of Texas. Same job description but vastly different jobs, competitive situations, managerial needs, etc.

Having informal discussions and a few notes about the needs for an open position are not enough to meet today's talent and retention needs. While your competitors are continuing to only use the job description, you gain an advantage by developing more strategic information (in writing) and then driving that through to the final hiring decision.

It is critical that you put your thoughts in writing and sign the form. Why? Three reasons: First you can refer back to it as you continue to sharpen your hiring skills. Second, with your signature you take ownership. Third, the goal is to focus your attention on four key questions:

- Will this candidate increase the department's talent?
- Will the candidate work well with the existing team?
- Will this candidate take ownership of their job responsibilities?
- If hired, how will you (the hiring manager) maximize the candidate's success – quickly?

Below is a finished ready to use form. You can use this one or develop one of your own. Either way, the finished form should only take 15 to 20 minutes to complete and include the following:

1. Your Hiring Goal Statement™

2. Team review - a quick review of your current team's talent strengths, weaknesses and talent gaps

3. Manager review - a quick review of your strengths and developmental needs

4. Position review:

- Why is the position open?
- The biggest challenges for the successful candidate?
- What are the future needs (3 – 5 years) for the position and how will that affect your hiring decision today?
- Specifically, how will a new employee strengthen your team's talent?
- What would an "A" player profile look like for this open position?
- What could you accomplish in the next twelve months if you hire an "A" player?
- What are your 1, 3, and 6 month expectation goals for the new employee?

Below is a sample form which we call the Job Outlook™ form. This form or the one you develop is a powerful strategic addition to the basic information found in the job description.

You will note that the example is for an open IT position. We have several position specific forms on our website. They are customizable .pdf documents that can be easily integrated with your existing Human Resources Information System (HRIS). Once completed, the information from both your job description and the Job Outlook™ will become the centerpiece for each interview evaluation and the final hiring decision.

Make Hiring Our Competitive Advantage™

IT

Job Outlook™ Form

IT

Open position _____ Manager/Supervisor: _____

Department: _____ Location: _____

Hiring Goal Statement™

We want to hire honest, hardworking, individuals who will take ownership of their job responsibilities and who want to improve themselves and the company.

1. Review your Current Team

Current Leadership Team Characteristics	Strength Number of Employees	Average Number of Employees	Needs Work Number of Employees
Multi-tasks well			
Creative problem solver			
Effective time management			
Takes personal responsibility			
Strong technical skills			
Achieves results			
Respects others			
Handles stress well			
Improves knowledge and skills			
Flexible to change			
Overcomes obstacles			
Responses positively to challenges			
Keeps confidences			
Strong team member			
Responds positively to challenges			
Strong work habits			
Admits mistakes			
Integrity			
Multi-tasks well			
Communicates effectively			
Intellectual horsepower			

Breakdown: "A" players _____ "B" players _____ "C" players _____
(stars) (average) (needs work)

Open position _____ Manager/Supervisor: _____

2. Self Review:

Check the box that applies

My Team Members:	Strength	Average
Have clear expectations and direction		
Have measurable goals		
Have good supervision		
Are surrounded by quality team members		
Have the necessary training		
Have clear policies & procedures		
Have open communications		
Are recognized for their achievements		
Have the tools necessary to succeed		
Have respect for other team members and leader		

3. Position Review

Based on the information in the two forms above, what type of IT person works best with your management style?

Why is this position open?

What are the biggest challenges in this position?

Open position _____ Manager/Supervisor: _____

How will the new person in the _____ position strengthen your team?

How do you define an "A" player for this position?

Example of an "A" player: The definition will vary by position (i.e., IT, sales, CFO, etc.) but generally these individuals take ownership of their responsibility, are action oriented, and who strive to improve. Also, they are strategic thinkers and who can communicate their ideas effectively

Does your team currently have "A" players? Are their skills easily learned by others or do these individuals have specific talents that are difficult to teach? What are those talents?

What could you accomplish in the next 12 months if you hire an "A" player for this open position?

Change is everywhere in business. What changes do you see for this position in the next 2 – 4 years? How will that affect who you hire?

Open position _____ Manager/Supervisor: _____

What five (5) CORE COMPETENCIES are needed for this position? (i.e., energy, cognitive, independence, strategic thinker, motivation, people skills, motivational intensity, problem solver, team oriented, work ethic, integrity, thoroughness, reliability, flexible, customer oriented, seeks improvement, analytical, multi-tasks well, quality oriented, enthusiastic, takes action, etc.)

Which pre-hire assessments will you use?

	Yes/No
Benchmark top performers – measure cognitive, behavioral traits, interests	
Sales Aptitude – compare candidate to your top performers	
Measure the candidate's work ethic/reliability/integrity	
Measure for team fit	
Customer service aptitude	
Skills tests	

What are your 1, 3, and 6 months goals for the new IT person?

1 month:

3 months:

6 months:

Hiring Manager: _____ Date: _____

Signature: _____

*Change before you have to.
– Jack Welch, Retired CEO, General Electric*

Summary

The fifteen minutes needed to complete the Job Outlook™ form are essential to clearly define the current and future needs for the position. A few minutes on the front end of the hiring process will save you thousands of dollars in poor hiring decisions, low employee engagement and turnover expenses.

Enhanced - Interview Evaluation Form

Don't need an Interview Evaluation Form – my company already has one.

Ok, but is it strategic or does it provide only the basic information similar to the job descriptions?

Does Your Current Interview Evaluation Form Include?

- Information from both the job description and the Job Outlook™ form
- Your Hiring Goal Statement™
- The four key interview questions to be determined
- Candidate meets your definition of an “A” player
- Candidate meets the future needs for the position
- Reminders of what the interviewer can and cannot ask
- The desired competencies you are looking for
- Which pre-hire assessments will be used
- Area for comments

With an enhanced Interview Evaluation form you are driving home the things you said were important to increase the talent in your department. You can enhance your company's current form or download a ready to use form from the [Hire to Compete](#) website.

Note on High Turnover Areas: There is a shorter version for these situations (warehouse, call centers, etc.) that will be discussed later in this chapter.

Make Hiring Our Competitive Advantage™

Enhanced Interview Evaluation Form

IT

Interview Evaluation Form

IT

Open position _____ Date: _____

Candidate Information	Interviewer Information
Name:	Name:
City, State:	Title: _____ Hiring Manager: Yes _____ No _____
Tel #:	
Email address:	
Open position	
Manager/Supervisor:	
Department:	
Location:	

Hiring Goal Statement™

We want to hire honest, hardworking individuals who will take ownership of their job responsibilities and who want to improve themselves and the company.

Review your Job Outlook™ form PRIOR to the interview

Interview Reminders:

- DO NOT comment or ask any questions about an applicant’s age, race, disability, national origin, religion, sexual orientation, marital or family status.
- All notes must be job specific and not include insensitive, degrading or inflammatory remarks.
- Fast hiring decisions can cost you countless hours on negative, time

consuming employee issues.

- Asking follow up questions will give you additional information.
- Ask questions and then LISTEN, LISTEN, LISTEN.

4 Key Questions to be Determined

1. Will this candidate increase the team's talent?
2. Will this candidate work well with the other team members?
3. Will this candidate take ownership of the job responsibilities?
4. If hired, how will you maximize this candidate's success – quickly?

Open position _____ Date: _____

Candidate:	Interviewer:
<p>Please rank candidates 4 = Excellent.....3 = Outstanding..... 2 = Fair.....1 = Not Sure</p>	
	Score
Education background	
Work experience	
Technical experience	
Meets job description requirements	
Career focus	
Desired Competencies	Score
Creative problem solver	
Effective time management	
Strong technical skills	
Achieves results	
Strong team member	
Respects others	
Responds positively to challenges	
Effective communicator	
Multi-tasks well	
Key Factors	Score
Meets my definition of an "A" player	
Meets the future needs for the position	
The Interview	Score
Overall impression	
Candidate came prepared	
Gave clear, insightful answers to the questions	
Should meet the 1, 3 and 6 month goals	
Salary expectations	

Pre-hire assessments	Score
Benchmark top performers – measure cognitive, behavioral traits, interests	
Measure the candidate’s work ethic/ reliability/integrity	
Sales Aptitude – compare candidate to your top performers	
Measure for team fit	
Customer Service Aptitude	
Skills tests	
Key Questions to Answer	
Will the candidate increase the team’s talent?	
Will the candidate work well with the other team members?	
Will the candidate take ownership of the job responsibilities?	
Will the candidate learn the job quickly?	
Education & Experience	Checkmark or Number of Years
High school	
Trade school	
G.E.D.	
College	
Graduate school	
Transferable work experience	
Technical skills	
<p style="text-align: center;">As the manager/supervisor, how will you maximize this candidate’s success – quickly?</p>	

Additional notes:

Interviewer Name: _____ Title: _____

Signature: _____

Hiring Manager's Name: _____ Title: _____

Signature: _____

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Quick Note:

Remember the Totally Outrageous Goal

To have every new manager in the U.S. read
The Best Little Book on Hiring™.

We were serious and you can help.
Maybe, just maybe, if enough managers use
these principles we can reduce some of the workplace stress
your friends are going through.

This is a free download.

If you think the book can help others – please **share it with them**.

Together we can make a difference. Thanks.

For example: Managers you know, entrepreneurs,

people thinking of starting a business, relatives or friends

Form for High Turnover Areas

In these situations, companies want their hiring supervisors to have similar tools, but in a shorter version. You will note that this one page form includes: Your Hiring Goal Statement™, the interview reminders, the four key questions to focus on, desired competencies and the pre-hire assessments.

If you're managing a high turnover area, you will find the form below helpful.

Note: It is recommended that you periodically fill out the longer Job Outlook™ form. That will refocus your thoughts on: a job's biggest challenges, what does an "A" player look like, what are your 1 month, 3 month, and 6 month goals for new employees, etc. Below is a sample form for a high turnover area.

Make Hiring Our Competitive Advantage™

Interview Evaluation Form

- Entry Level Employee -

Candidate's Name _____ Open Position _____

Address: _____

Interviewer: _____ Date: _____

Reminders:

Fast hiring decisions can cost you countless hours in negative, time consuming employee issues.

- DO NOT comment or ask any questions about an applicant's age, race, disability, national origin, religion, sexual orientation, marital or family status.
- All notes must be job specific and not be degrading, inflammatory or insensitive.
- Ask questions and then LISTEN, LISTEN, LISTEN!

Hiring Goal Statement™

We want to hire honest, hardworking individuals who will take ownership of their job responsibilities and who want to improve themselves and the company.

Fill in these areas AFTER the interview

Desired Competencies	Not Sure	Fair	Good	Excellent
Accepts responsibility				
Adjusts to circumstances				
Gives extra effort				
Safety conscience				
Integrity				

Key Questions to Answer	Not Sure	Fair	Good	Excellent
Will the candidate increase the department's talent?				
Will the person work well with other team members?				
Will the person take ownership of the job responsibilities?				
Pre-Hire Employee Assessments	Yes - No			
Measure the candidate's work ethic/reliability/integrity				
Customer Service Profile				
Skills tests				

As the manager/supervisor, what will you do to maximize this person's success – quickly?

Hiring Manager/Supervisor (print) _____ Date: _____

Signature: _____

Hiring Decision Form

In many cases the hiring process will narrow the search to two or three finalists. This form will give you an objective, side-by-side comparison of each candidate. You will note that this form looks very similar to the Interview Evaluation form.

Make Hiring Our Competitive Advantage™

IT

Hiring Decision Form

IT

Open position _____ Manager/Supervisor _____

Department: _____ Location: _____

Hiring Goal Statement™

We want to hire honest, hardworking individuals who will take ownership of their job responsibilities and who want to improve themselves and the company.

- Please Review Your Job Outlook™ Comments -

Please rank candidates - 4 = Excellent.....3 = Outstanding.....2 = Fair.....1 = Not Sure

	Candidate	Candidate	Candidate
Education background			
Work experience			
Technical experience			
Meets job descriptions expectations			
Career focus			
Desired Competencies			
Creative problem solver			
Effective time management			
Strong technical skills			
Achieves results			
Strong team member			
Respects others			
Responds positively to challenges			
Effective communicator			
Multi-tasks well			
Key Factors			
Meets my definition of an "A" player			
Meets the future needs for the position			

Rank candidates - 4 = Excellent.....3 = Outstanding.....2 = Fair.....1 = Not Sure			
	Candidate	Candidate	Candidate
The Interview			
Overall impression			
Candidate was prepared			
Gave clear, insightful answers to the questions			
Should be able to meet 1, 3, and 6 month goals			
Salary expectations			
Pre- Hire Assessments			
Benchmark top performers – measure cognitive, behavioral traits, interests			
Sales Aptitude – compare candidate to your top performers			
Measure the candidate’s work ethic/reliability/integrity			
Measure for team fit			
Customer service aptitude			
Skills tests			
Interview Goals			
Will the candidate increase the team’s talent?			
Will the candidate work well with the other team members?			
Will the candidate take ownership of the job responsibilities?			
Will candidate learn the job quickly?			

Successful Candidate: _____

Reminders:

- Fast hiring decisions can cost you countless hours on negative, time consuming employee issues
- DO NOT comment about an applicant's age, race, disability, national origin, religion, sexual orientation, marital or family status
- All notes must be job specific and not be degrading, inflammatory or insensitive

**As the manager/supervisor, what will you do
to maximize the successful candidate's success – quickly?**

Hiring Manager's Name: _____ Title: _____
Signature: _____

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Implementing the Forms

How do you start using these forms?

Individually – You have a new opening – now what? The easy part is to take the 15 minutes needed to fill out the Job Outlook form™. The question is what to do next? Will you simply use the forms personally to improve your hiring skills and then file them away?

Or, will you share your thoughts? By filling out the Job Outlook™ form you are strategically documenting what you see as the important talent needs for the open position. Rather than the job description, you are making the form a starting point for in-depth discussions with your boss and/or HR.

During those discussions you will find agreement and potentially some areas that need to be modified. Once completed, you can drive the agreed upon

information through the rest of the hiring process - the interviews and the decision.

For a Company – Hiring is the front door to your future success™.

Let's be candid. When a company chooses to implement the Hire to Compete™ forms they will face change management issues. Many people are reluctant to change unless it is presented to them in the right way.

Simply stated, the rapidly changing workplace demographics - retiring Baby Boomers, an increased percentage of younger, tech savvy employees and talent wars caused by an expanding economy - are forcing companies to adapt. The alternative is for the company to watch their sales, market share and profits decrease.

Each company is different and there are multiple factors that will determine how you implement these powerful Hire to Compete™ forms into your specific situation. Below are some suggestions for your review.

Best option - Total buy-in from top management. Their support is important for some of the change management issues that may come up. (i.e., “but, we’ve always done it that way” or “I’m a good judge of character, I’ll know the person when I see them.”). Also, they are essential for the annual review of the hiring hits and misses. The focus of the review must be on making the hiring system better.

Option #1 - Do a pilot study with a progressive executive, manager, department or branch. Build on your successes and spread the word. “Sell the sizzle” to the organization and the reluctant managers. Your success will show that change is necessary to remain competitive. Make sure top management knows of the successes.

Option #2 - Roll out the Hire to Compete™ forms as an HR initiative. Start where you can have the quickest impact. This is Change Management 101.

Build on your successes and keep top management informed. Continue to move the strategic hiring forms into other parts of the company. Once top management is on-board they can help you with some of the more reluctant areas within the company.

Annual review

The Hire to Compete™ forms develop a start-to-finish paper trail that can be used to analyze the year's hiring hits and misses.

These forms will show which hiring managers are having the most success, and which one may need additional training. Note: When managers complete the three forms and add their signature, they are taking more ownership of the hiring process and the final decision.

With the forms and the annual hiring review, managers understand that they are more accountable for each new employee's success.

We recommend that HR not start looking for candidates until the Job Outlook™ form is completed, signed and returned.

The Importance of Assessing Talent

What You Will Find:

- 12 Things to know about pre-hire assessments.
- Rate your current assessment.
- 4 Reasons why pre-hire assessments are important.
- How progressive are you?

QUOTE to PONDER

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies."

- Larry Bossidy, retired CEO of AlliedSignal

The talent war has begun. Today's rapid-fire, pressure packed, exciting

business climate demands that companies hire the best people.

Quality assessments level the playing field and give you valuable information that the candidates may not fully disclose in the interview process. Just like everything else in the world, there are quality assessments companies and some that are not. For example: There are a few assessments in the market that have been developed by a college professor and validated to only 500 students. Fortunately, there are numerous quality companies that are devoted to making scientifically accurate selection tools. Below is a list of things you should look for in a top-notch assessment.

12 Things to Know About Pre-Hire Assessments

1. Marketing vs. Science

A company may say their assessment is valid, but that does not always mean that it can be used for pre-hire. A scientifically valid assessment has been researched to prove the instrument will measure what the assessment company says it will. However, for pre-hire you have to go one step further.

Note: To be used as a hiring tool, the assessment must confirm that there is no adverse impact and that everyone taking the assessment has an equal chance for success.

2. Testing is an Investment in Your People

Of course there is a cost to them. And, that cost can be easily tracked by a CEO or CFO in a budget or accounting statement. Assessments are the small dollars. Remember the example of the semi-truck running down the highway at 100 mph with the back doors open. Those backdoor expenses (engagement, turnover, safety, etc.) are the big dollar items.

3. Don't Blame the Test

Assessments should never be a go-no-go instrument. Quality assessments provide invaluable, objective information to help you make an informed decision.

We've seen numerous times where a candidate is assessed, hired and six months later is underperforming. The hiring manager blames the assessment. Really? Quality assessments will give you valuable information about a candidate and several targeted suggestions to maximize the person's success. As the hiring manager, you must determine if those skills fit your needs, management style and your team.

However, if the assessment is not a quality instrument the manager has a legitimate complaint.

Rate Your Current Pre-Hire Assessment

Measures	Yes	No
Thinking and Reasoning		
Behavioral Traits		
Motivational Interests		
Features		
Develops Top Performer Benchmarks		
Applicant are Compared to the Benchmarks		
Validated to Least 100,000 People		
Targeted Interview Questions		
Distortion Scale (Answers from the Candidate are Candid)		
Management Suggestions		
100% Internet – Instantaneous Results		
Candidate can be Matched to Multiple Benchmarks		
High Tech – High Touch		
Reports		
Management Report		
Individual Report		
Strategic Workforce Planning Report		
Interview Guides		
Team Report		
Executive Leadership Report		
Assessment can be used for:		
Selection		
Job Fit		
Team Fit		
Promotions		
On-boarding		

4. Does the Assessment Meet Your Current Needs?

A company should periodically review their existing employee assessments. You may have simply outgrown the current assessment and may need a more robust tool to meet today's changing employee mix.

For example: Many companies have a simple personality test. However, you need an instrument that also assesses for problem solving skills. Or, maybe your current assessment is only for the initial selection and doesn't have the horsepower to be used for promotions, succession planning, career tracking, etc. Not to overstate the obvious, but it is essential that an assessment is flexible enough to meet your current and future needs.

5. Distortion Scale

Good assessments have several ways to measure if the candidate is being candid with their responses. Make sure that your assessment has this. If it doesn't, the selection report may not be accurate and could merely reflect what the candidate thought you wanted.

6. Retention and Employee Engagement

Assessments are the fastest and least expensive way to increase employee retention, engagement and team productivity. They will help you determine both job fit and team fit. Will the person add talent to your team? If a person doesn't fit the job, the team or the culture, they will almost certainly be your next problem employee.

Let's say you have an underperforming employee and you have spent numerous hours trying to fix the problem – meetings with your manager, HR and the employee. I know it is difficult to suggest spending money on assessing the individual, but what you find may clarify the problem and open up some different possibilities.

For example: I was hired to run a 300 person sales force and customer service department. One woman who had been with the company for five years was at best an average employee. I assessed the customer service department and this woman clearly stood out as someone who was being underutilized. No one had paid much attention to her. In truth, she had reached her comfort level and was

engaged just enough to get her job done.

The assessment showed me some real potential so I invested time and training dollars to move her up in the company. At first she was hesitant, but with some coaching and guidance she began taking on more and more responsibility. Before I left that company I promoted her to the Product Manager for our second most profitable product line. She did a fabulous job in that position. About three years later I left the company and based on my recommendation, they offered her my job. She did a great job in that position also.

Without the assessment she would have continued being an underutilized employee in her old job. And, at considerable expense I would have hired an additional person. Assessments are an investment in your team's human capital.

7. Cognitive – Problem Solving Skills

Determining the problem solving skills of a candidate (and current team members) is essential.

Remember that today's employees are saying "Validate me as a person or lose me (turnover or engagement) as an employee." Knowing a person's analytical and problem solving skills will help you in selection, coaching, training and in career tracking the right people.

For example: You're hiring a new employee for your payroll department, but you know that in the next eight months your supervisor for that department is retiring. You have narrowed your search down to two candidates. Both have impressive skills, education, experience, etc. You assess them with a selection tool that includes a problem solving component. You find that one candidate is very strong in this area. The other will need more time to process new information. How will you use this information for the immediate position and/or the upcoming supervisor position?

8. Motivational Interests

An assessment that includes interests (i.e., mechanical, creative, financial, etc.)

is very helpful in avoiding a costly turnover. Knowing what motivates and interests someone will go a long way in improving employee retention and engagement.

For example: My father-in-law was good in numbers and thought he wanted to go into accounting. He went to a college in Boston and after a few years became a CPA. Gene was smart, likeable and I'm sure interviewed well. He was hired by a well-respected CPA firm, but lasted less than six months. Why? He liked numbers, but not enough to sit at a desk all day doing accounting. Instead he wanted to work with his hands. He went back to Maine and built a successful plumbing business. I'm sure the CPA firm was scratching their head wondering what went wrong. If their pre-hire assessment included motivational interests they may have saved themselves a lot of time and money.

9. High Tech – High Touch

If we are honest there are two inherent issues with any assessment – test anxiety and the candidate rushing through the final parts of the test simply to get it done.

There are a couple of assessments companies who have added avatars to the test taking process. Not because they are cute. Rather, these companies have scientifically validated that these avatars will reduce both test anxiety and candidates rushing to complete the test.

For example: One avatar at the beginning with a calming voice and reassuring message to help the candidate relax. A second avatar appears about three quarters of the way through the test. This one is basically a “you’re-doing-a-great-job-keep-up-the-good-work” motivator. In the end another avatar appears to congratulate the candidate for doing a good job. Avatars are very professional and have a calming effect on a candidate. Net result: You get a better picture of the candidate.

10. Good Pre-Hire Assessments

Quality pre-hire assessments should be used for more than selection alone. Why spend the money on an assessment that can only do one thing.

For a few more dollars you can invest in a multi-faceted assessment (i.e., selection, promotions, on-boarding, succession planning, conflict resolution, team building, etc.). Get a good assessment that will give you great flexibility over many years.

11. They're Not Gold

I've seen a lot of companies who will only test the last person. They think the \$100 - 200 cost for the assessment is like gold. That thinking could cost you lots of after-hire time and money.

For example: If you only assess the last candidate, what happens when that person's assessment shows some serious areas of concern? Do you hire the person anyway and hope? Or, do start the selection process over again?

By assessing the last two or three candidates you can compare each candidate to the job benchmark and to each other. You might eliminate that "interview pro" and/or find that diamond in the rough. Either way, you will quickly justify the small added cost for a couple of assessments.

12. Guarding the Front Door

Assessments can help you find the "A" players and keep out potential problem employees.

For example: I had the opportunity to work with medium sized police department in a neighboring state. The Police Chief liked what I presented and wanted me to assess his son-in-law for an open patrolman position. His son-in-law tested very poorly. He was extremely low in problem solving, objective judgment and manageability, and exceptionally high in aggressiveness and competitiveness.

I recommended not putting his son-in-law into a position of authority that included a gun. I didn't get the contract, but the good news is the Chief did not hire him and put a gun in his hand.

Four Reasons Why Pre-Hire Assessments

are so Important:

1. Young People are Almost Demanding Them

Job hopping young employees are saying - "I'm bringing "X" to your company in exchange for a wage or salary." If you don't know the candidate's "X" is, he or she will likely give you something much less for that same wage. Net result: Frustrated employees seldom suffer alone. That person could have a devastating effect on other team members.

2. Diamond in the Rough

Real world example: A sales organization with a distribution operation was about to hire a shipping clerk. Part of the hiring process included a pre-hire assessment for cognitive, behavioral traits and motivational interests. They assessed several candidates, but one (will call him Bob) scored literally off the charts. The assessment cost was under \$200, but candidate information was priceless.

The assessment measured 21 items each on a 1 to 10 scale. The highest score for each item was a ten. Bob scored an unheard of seven 10's. The company found a diamond in the rough. Yes, they put Bob in the shipping department, but they quickly career tracked him to other positions so he could learn the business.

How did that \$200 investment turn out? Not bad. Seven years later Bob alone accounted for 27% of the sales in a \$17 million company.

3. Job-Hopping

On average, younger employees are going to stay only 3 - 4 years with a company. It is vital to know as much about a new employee as quickly as possible.

Let's say Jim is a new person in your department. He has the education and experience you needed, but it will still take up to six months to fully learn the ropes within your department and the company. He will have to learn procedures, software and who to-go to for problem solving, etc.

Three years later, Jim becomes restless and starts looking for a new job. The job search may take 3 – 4 months.

Net result: You're paying Jim the full salary for three years, but he is not fully productive for the entire period. An assessment can get Jim up to speed more quickly and give you invaluable career tracking information.

4. Employee Engagement

According to a 2014 Gallup poll, less than 30% of all employees are engaged in their work. Enough said.

How Progressive are You?

As part of the on-boarding process, many companies give the new employee a copy of their Individual Report.

Note: This is different from a Management Report that includes information you need to run your business. Your assessment company should provide an Individual Report that can be given to a new employee. It is basically a “feel good, you're a good person and here is what we found” type report. Once the new employee has read their Individual Report, some progressive managers are giving the new employee a copy of their (the manager's) Individual Report.

Why? As the talent wars heat up, employee retention will become hugely important. The number #1 reason an employee leaves a company is their immediate boss. In short, they leave their boss not the company.

By giving a new employee your Individual Report you are saying “we are in this together from day #1.” The organizational chart is flattening out. Yes, you are the boss and the decision maker, but in today's world, you are essentially managing each other. Admittedly, it is progressive. You may not be ready to do this just yet, but give it some thought.

For the last twenty years, I've used Profile International assessments because they are dedicated to scientifically researching their products, and they

constantly looking for ways to improve. You may be using another company, but they are certainly worth a solid look. (end of the commercial, but if you want more info please visit the [Hire to Compete](#) website.)

QUOTE to PONDER

"Talent alone won't make you a success. Neither will being in the right place at the right time, unless you are ready. The most important question is: 'Are you ready?'"

-Johnny Carson

Section #4

Hire Like a Head Coach™

What You Will Find

- 10 Principles of a Winning Head Coach
- How to apply those principles in hiring and managing
- Qualities of Effective Head Coaches
- Final Words about *Hiring Like a Head Coach*™

What can you possibly learn about hiring from a Head Coach? Everything!

THOUGHT to PONDER

Head Coaches understand that a winning team starts with effective recruiting and talent selection.

They are always looking for top talent and know that it takes effort to find those diamonds in the rough, but it is worth the effort. Their pride and sense of accomplishment comes with the knowledge that they put together the best team possible and together they reach new heights.

A Head Coach knows the power of a shared vision and how to develop an action plan. He/she understands that the best plans cannot be achieved without the right people in the right positions.

A Head Coach knows how to analyze their team's strengths and weaknesses. They know how to set priorities and a timetable for filling their talent gaps. They take ownership of their decisions and they aren't afraid to make the tough ones. A good Head Coach treats their players with respect and leads by example. Their personal benchmarks are passion, determination and integrity, and they instill that in each of their team members.

They are dealing with player issues that are very similar your employees

issues - work ethic, turnover, engagement, loyalty, building high performing teams, etc. And, their players will only stay four years in the program. While their players are constantly changing, Head Coaches must develop a winning strategy for recruiting top talent, on-boarding them properly, and motivating them to succeed.

Example:

A college soccer coach's championship team is losing five top senior athletes. Or, a football coach for the local high school just lost his star quarterback to injury. The fans know this, but they still want a winning program. Just like you, Head Coaches have to adapt to a constantly changing player mix and still produce a winner.

Job-hopping employees will present many of these same issues for your area of responsibility. Simply put, your employee probably won't accept a 2.5% raise when a recruiter is offering them a \$7,500/year raise and a \$2,500 signing bonus. So how do you adjust to the coming new reality?

A Reminder on some Key Statistics:

- 2.3 years – average that 20 to 34 year olds will stay with their current employer
 - 4.1 years – average stay for all workers
 - In five years Millennials will be 50.1% of the labor market
- US Bureau of Labor Statistics

"Change your thoughts and you change the world."

-Norman Vincent Peale

Turnover can either be your biggest nemesis or your best opportunity. While your competitors are bemoaning their employee turnover problems, you can be using the Head Coach principles to continually field a winning team. It all starts with a positive attitude about job-hopping.

Below are some suggestions for developing a positive attitude about turnover.

10 Principles from Winning Head Coaches:

1. The Plan and Adjusting to Circumstances – If you want to win you have to have a plan. The plan includes the goal, a set of detailed action steps, priorities and a timetable. It also has to be flexible.

Head Coaches make numerous adjustments during a game. For example: A key player gets injured or a ref makes a horrible call that completely changes the game's dynamics. A winning Head Coach knows how to stay focused on the goal and make the necessary changes to win the game.

In the workplace: If members on your team will only stay 3 - 4 years, do you have a plan to make turnover an asset rather than a liability? Does your written plan include the goal, a set of detailed action steps, priorities and a timetable?

Example: Do you know exactly why an employee is under performing? Saying it was because of a poor hiring decision is too easy. Specifically, why is the person underperforming, and how will you make sure the next person in that position does not have a similar problem. Dissect the problem correctly and you'll go a long way in reducing future problems. Where is the problem - the employee, the job, your management style or the other team members?

If you have a well thought out human capital plan for your area of responsibility, you can adjust to circumstances more easily. Without one, many managers become unglued by relatively small work situations or take it personally when someone leaves the company. It's business. Develop a plan and calmly adjust to new challenges.

2. Continually Recruit – In addition to their talent scouts, successful Head Coaches are always looking for top talent. This task is too important to delegate solely to their talent scouts. Head Coaches are trying to find potential new team members who are slightly out of the standard mode, but who fit their team's criteria. The scouts still have the primary job responsibility to find top

talent, but Head Coaches are always putting feelers out for top talent.

In the workplace: Are you always looking for new talent? Do you let HR do it or simply wait for people to answer your job post?

Example: Let's say it's the start of your busy season and one of your team members says he/she will leave the company if they don't get a sizeable raise. In the past this would have been a big problem. However, because you have a plan you have a new person available to start next week. And, because you are always looking to increase the talent in your area, the new person will be a plus to the team.

3. Analyzing & Developing Talent – An effective Head Coach uses position benchmarks to evaluate individuals for job fit. For example: A football coach may want their line backers to run the 40 yard dash in 5.3 seconds, bench press 400 pounds and do a standing vertical jump of 30 inches. Another position, say for quarterbacks, would have much different benchmark targets.

Successful Head Coaches know that these benchmarks provide valuable information, but they are never a go-no-go gauge. They understand the importance of job fit and team fit.

In the workplace: You should have benchmarks for each position you manage. They are easy to develop and can save you lots of time and money on poor hiring decisions.

Most companies have pre-hire candidate assessment tools but many are simply the 20 minute personality test. Pre-hire assessments will be discussed later, but it is important to get a total picture of what a candidate can bring to a job - cognitive, behavioral traits and motivational interests.

4. Positive, Can-Do Attitude – The Head Coach must express a positive, we-will-find-a-way-to-succeed attitude that inspires team's confidence. The coach's motivation techniques can take many forms – one-on-one interactions, a powerful and inspiring speech, attention to details during the training

regimen, the Head Coach's passion and experience, etc.

In the workplace: Pat Riley, Hall of Fame NBA Coach says: "Great effort springs naturally from great attitude." How do you convey a positive can-do attitude to your team? Do your team members have confidence that you can handle the job responsibilities and that they will be ok?

5. Takes Responsibility – A good Head Coach shares their successes with others (i.e., a coach might say it was a team effort or take the time to complement a couple of key players for their extra effort). Conversely, they shoulder the blame themselves and learn from their mistakes. They are always learning and developing others.

In the workplace: Are you taking all the credit for team's success and/or always blaming others? If a team member came up with a great idea are you claiming it as your or giving credit where it is due? In short, do your team members trust you?

6. Communications and Trust – Winning teams are successful because the team members trust their Head Coach. They are confident the coach has a well thought out plan, has communicated it effectively and that the team is working together to accomplish their goal.

In the workplace: Team members want to know that they are working for someone they can trust. They want someone who will help them do their job correctly, who are concerned about them as individuals and who will fight for them in the difficult times.

Your ability to meet those needs and communicate effectively with your team members will make your job of finding, hiring and developing people much more easy. Are the team members buying into your plans? Do they think you are working to help them succeed or do they think you are working mostly for yourself and your career?

7. Response to Stress – Have you ever watched a Head Coach respond to a bad call or a missed shot at an important part of the game? The team watches. They see if the coach responds with a calm approach to the stressful situation. They also watch when a coach starts screaming at the player or the ref.

In the workplace: How do you respond to stress? For example, when your boss gives you a seemingly impossible task that has to be completed by the end of the week? Your team is watching how you respond. Will they see an emotional meltdown or will you display a controlled confidence?

How you respond to stress can be either an asset or a liability when you are hiring new people. For example: A team member may get tired of your emotional tirades and simply leave the company. Or, you have a new job opening and you ask your current employees to help find a good person. If you are screaming at existing employees they certainly are not going to recommend the job to one of their friends.

8. Respect and Motivation Techniques – Winning Head Coach earn respect, but they also know that respect is two way street. They respect their players. They understand that individuals respond to different motivating messages. Winning coaches develop multiple ways to motivate players depending on the individual and the given circumstances.

In the workplace: There is no cookie cutter approach to motivation. Respect your employees, get to know what motivates them and it will be easier to reach your goals.

Some managers say they don't have time for all that "soft skills stuff." And, they are probably right. Why? Because those managers are so busy dealing with the negative time-consuming employee issues they probably created.

By thinking like a Head Coach you understand that getting employees, like players, to work as a team takes time. You have a choice to deal with them honestly, positively and respectfully or they will make sure you spend time

doing things you don't want to do.

9. Making the Tough Calls – Telling a player they are not performing to the desired level is never easy. If one player is not shouldering their responsibility then someone else has to take on more responsibilities. And, that is not fair to the other team members. Head Coaches have to make the tough calls.

In the workplace: Firing someone is never easy, but if it is done fairly, professionally and honestly, you can gain the respect of your team.

Employees know when someone isn't pulling their share of the load, and they look to their boss to make it right. If you use the “quick to hire – slow to fire” management style you will add frustration and stress to your team, and often you will pay with lower employee engagement.

For example: Some of your team members might be thinking - why should I work hard, the underperforming employee is making the same amount as me. And, the manager doesn't seem to care.

The disastrous “hire fast - fire slow” management style can have a negative effect on every part of a company. For example: lost sales opportunities, team performance, low employee engagement, quality or safety problems, turnover, cash flow and profits.

Will you make the tough calls? Will you make them on a timely based or will your team members see you file them in the “for future consideration” folder?

Note: I am not advocating firing people. Far from it!

One time I had to manage a very popular, but clearly underperforming employee. The members of my team were watching to see how I handled the person. I worked with him for several months, but I had to fire their friend. While they did not know the details, they knew that I had been honest and fair with the individual. The new person I hired was a great addition, was fully

accepted by the others and increased the team's overall talent.

10. Passion and a Drive to Succeed – You can tell which Head Coaches consistently produced winners. They have a good plan, can inspire others and they have an ability to adapt to changing competitive situations. In short, they are leaders and not managers.

In the workplace: As you begin hiring people understand that one or two passionate people who are strategically placed in your organization can make a huge, positive difference in your results.

Know the key players that can dramatically affect your area. Often it won't be the manager. It might be a sales person in Duluth who calls on your biggest customer. Or, it could be the dispatcher for your trucking firm or the sawyer in a saw mill. Generally, you will find that the key players are not in the most obvious places.

You might be running a sixteen person accounting department or a 150 employee branch for an international company. Whatever area you are managing it is important to find the key areas. Then, fill those positions with passionate, motivated "A" players.

QUESTION to PONDER

The Hire Like a Head Coach™ concept may already be working at the top levels of your organization. But, are other areas in the organization using these same principles?

For example: the branch manager in Peoria, the call center hiring supervisor, the Sales Manager or the supervisor hiring entry level employees for your warehouse?

If you believe the job-hopping numbers from the US Bureau of Labor Statistics,

then you understand that even the best HR and training department will have difficulty keeping up.

You can help HR. By using the above Head Coaching principles you will make better hiring decisions and have more engaged employees. That's huge. That will help HR's workload, and you will benefit with a higher retention rate, fewer employee issues and more team members actively engaged in their work. That's a win-win.

Qualities of an Effective Head Coaches:

Below are some characteristics for winning Head Coaches. As a reference point, take a couple of moments and see how you compare.

	Strength	Working to Improve	Needs Attention
Passion			
Internal drive			
Seeks improvement			
Delegates responsibility			
Listens to others			
Achieves results			
Inspires others			
Positive, can do attitude			
Focus			
Cultivates individual talents			
Provides direction			
Strategic problem solver			
Motivates successfully			
Adjust to change			
Enjoys their job			
Strong work habits			
Takes personal responsibility			
Integrity			
Facilitates team success			
Communicates effectively			
Helps others succeed			
Intellectual horsepower			

You are the Head Coach of your area of responsibility.

Head Coach, Morgan Wootten won an amazing 1,274 (86.9%) basketball games at DeMatha High School in Hyattsville, MD. This is what he said about coaching:

“That’s the beauty of coaching. You get to touch lives; you get to make a difference. You get to do things for people who will never pay you back, and they say you never have a perfect day until you’ve done something for someone who will never pay you back.”

In this pressure packed world, we sometimes get caught up on the goal or task at hand, and lose sight of the individuals on the team. Head Coach Wotten didn’t win all those games by himself. He learned how to select, train and motivate people to do some amazing things. Once he developed a winning tradition talented players were attracted to his style of coaching. Winners produce winners.

You may not be coaching a high school basketball team, but if you establish a tradition of selecting, training and motivating people, you will find that talented people will come looking for you. Then, your reputation as a Head Coach will become your best recruiting tool.

A final thought on Hiring Like a Head Coach™

There are many reasons I use the Head Coach analogy. Certainly, the fact that their players turnover so frequently is one reason. But one that you may not have thought is the TV. Even if you are only a casual viewer, most of us watch a sporting event on the television. Next time you watch your favorite sporting event observe what the Head Coach is doing.

How is the coach adjusting to changing circumstances? How is he/she motivating the players? If you were the Head Coach, what would you do differently?

If you are using the Head Coach principles, the TV just might be a great, informal instructor to help you refine your coaching talents.

Section #5

Additional Thoughts

What You Will Find

- Employee retention and your reputation
- Employee turnover calculator
- Drug testing
- Reference checks
- Thoughts on on-boarding

Employee Retention and Your Reputation

There is an old saying. People will tell three to five others if they like something (a restaurant, movie, etc.), but they will tell everyone in the world if they didn't.

The same can be said about how your employees look at you and your company. In today's social media world a bad review from a disgruntled employee can be read by thousands of people in milliseconds. And, that post will reside in the Internet forever.

Get enough bad reviews and it can directly affect your hiring and your business.

Example #1: It's your busy season and you are trying to hire 15 additional people. This year you are having more trouble getting people to apply, and the quality of the applicants seems less than desired. Maybe your reputation in the cloud (today's version of street) isn't very good. Net result: Late shipments and packing errors. Because of the problems you lose one or two good customers to your competition.

A potential client is about to award a large contract that will

Example #2:

have a significant, long term impact on your company. As part of their research into your company they go to the Internet and see what the employees think about the company and/or the management. You may never realize that those negative reviews were enough to tip the scales in favor of your competitor.

QUESTION to PONDER

Do you know what your reputation on the Internet is?

How is your reputation impacting your ability to reach your goals?

Employee Turnover Cost Calculator

Below is a review of both tangible and intangible costs associated with turnover. There are literally dozens of ways to calculate those costs. Many are a quick formula to figure the most obvious costs (separation expense, recruiting firm fees, etc.). This list is far more comprehensive and includes the new Reputation Cost.

Total Wages & Fringe Benefits

	\$25,000/yr	\$50,000/yr	\$75,000/yr
Cost to hire a new person			
Pre-employment admin expenses	\$	\$	\$
Advertising for the position	\$	\$	\$
Human Resources time interviewing, logistics, paperwork, etc.	\$	\$	\$
Telephone interview(s)	\$	\$	\$
Manager(s) 1st interview time	\$	\$	\$
Manager(s) 2nd interview time	\$	\$	\$
Management time on the decision	\$	\$	\$
Reference checking expense	\$	\$	\$
Drug tests	\$	\$	\$
Background check expense	\$	\$	\$
Pre-employment assessment testing	\$	\$	\$
Recruiting firm fees	\$	\$	\$
Travel expenses	\$	\$	\$
Relocation expense	\$	\$	\$
Medical exams	\$	\$	\$
Training expense			
On-boarding (fringe benefits, polices, etc.)	\$	\$	\$
On-boarding management time	\$	\$	\$
Product training	\$	\$	\$

	\$25,000/yr	\$50,000/yr	\$75,000/yr
Job shadowing expense	\$	\$	\$
Travel & entertainment expenses	\$	\$	\$
Pre - Termination Expenses			
Meetings with an under performing employee	\$	\$	\$
Manager to manager discussions on the under performing employee	\$	\$	\$
Filling out termination paperwork	\$	\$	\$
Exit interview time	\$	\$	\$
Costs for terminated employee			
Separation costs – wage/salary/vacation, etc.	\$	\$	\$
Overtime costs for the rest of the team members	\$	\$	\$
Cost to hire temporary help	\$	\$	\$
Intangible costs			
Lost sales opportunities	\$	\$	\$
Reduced customer service	\$	\$	\$
Managers time used in other endeavors	\$	\$	\$
Lower employee productivity	\$	\$	\$
Reputation cost for negative social media comments	\$	\$	\$
Total Cost of a Poor Hiring Decision	\$	\$	\$

Drug Testing

Most companies have a drug testing policy today. As the story below points out, drug testing is important for all levels of the organization.

True story: I went to a hiring seminar several years ago. The presenter was a well-known owner of an executive search firm that specialized in recruiting people with salaries of \$250,000 and above. After the presentation someone asked “what was the strangest candidate placement she ever had experienced?”

Her answer: Two months ago we placed an executive in an Alabama company with a salary just under \$1Million. The executive lived in Seattle, traveled a lot and always had a valid excuse for not getting to the physical exam. The exam was required by the insurance company because they were writing a large policy on the executive.

Without the exam, the Alabama company moved his family of five from Seattle into their newly purchased home in the Birmingham area. Roughly a week after the executive started his new job the insurance company said either he gets the exam or they would not insure him. The exam found that he was a regular user of cocaine. The company fired him. In addition to the moving expense, he received a large severance package.

Reference Checks

Funny and true story: I was asked by a client to help them interview several people for an open mechanical engineer position. When the search was narrowed to three candidates we asked them for references which I checked.

One of the candidates gave his father-in-law as a reference call. The candidate should have given me another reference. Here is how the call went:

Me: Hello Mr. Smith, I wonder if you can help me? I’m John Bishop and I’m checking the references on Mr. Jones for a mechanical engineer

position.

Mr. Smith: If you hire that stupid, (blank), (blank), (blank), you will be the dumbest SOB on the planet.

Needless to say I did not recommend hiring Mr. Jones.

Funny story aside, reference checking can be tough. For fear of lawsuits, many companies will only give the dates a person was employed. Yet, getting information from past employers can prove invaluable in qualifying a potential candidate. What to do? I've relied on two things:

1. I start the conversation with "Can you help me?" Most people want to help others. If there is a long silence on the other end, I let the person who I called break it. If the person does not want to give out any information, then I go to my second question.
2. Would you hire the person back? This works only if you are talking to manager or supervisor for the person whose references you are checking on. If they answer the questions – great. However, if there is a long, awkward silence you may already have gotten your answer.

Some Thoughts on On-Boarding

I could write a whole book on this subject, and maybe that will be my next one. But, here are some quick thoughts on the subject.

There are numerous on-boarding checklists you can find on the Internet. They cover items like: making sure the new employee receives training on the company's policies and procedures, job responsibilities and expectations, new employee introductions, assigning a mentor and much more. A check list is a great way to make sure these things are done.

When I started my first job the on-boarding went something like this: "I'm the

boss and if you don't like it - there's the door." Mercifully, those days are long gone. Continue using your checklist, but here are my rules for on-boarding all employees, but especially the Instant Everything generation(s).

7 Rules on On-Boarding New Employees

1. Give them clear expectations.
2. Validate them as a person or lose them as an employee.
3. Give them a career path.
4. Accept diversity.
5. Give them frequent and positive feedback.
6. Communications and mentoring are a two-way street.
7. Be flexible.

Conclusion

Young employees are forcing us to review, update and enhance everything – including how we hire people.

In truth, we probably should have done it years ago. That semi-truck can still run 100 mph down the highway, but it's time to shut the back doors so the profits (employee issues – engagement, safety, turnover, poor customer service, lost sales opportunities, etc.) don't fall out.

4 core beliefs in *The Best Little Book on Hiring*TM that will give you a competitive advantage:

1. The principles that make a winning Head Coach are the same ones you need to be successful in hiring.
2. Develop a start-to-finish paper trail so you can periodically review and improve your hiring skills.
3. The paper trail should include your current items like the job description, résumé, background checks, etc. It should also include your strategic thoughts outlined in *The Best Little Book on Hiring*TM book:
 - Hiring Goal StatementTM
 - Signed Job OutlookTM form
 - Signed enhanced Interview Evaluation form
 - Signed Hiring Decision form
 - Quality pre-hire assessments
 - The goal for all hiring decisions is to answer 4 questions:
 1. Will the candidate add talent to my department?
 2. Will the candidate work well with the other team

members?

3. Will the candidate take ownership of the job responsibilities?
4. As the hiring manager, what will you do to maximize this candidate's success – quickly?

4. Job-hopping employees are the new norm. You will need a positive attitude to succeed. View job-hopping as an opportunity to increase the talent in your area. Develop a plan; work your plan. Always be recruiting top talent. What should you do if you find a top talent, but don't currently have an opening? You may not be ready today, but keep in touch with the person for when you are ready.

Quick Reminder

If you found this book helpful, please forward it to others.

Together we can make a difference.

Thanks for your help and good luck with your career.

Share the Book

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About the Author

John Bishop started his consulting company in 1996 after twenty years of experience in managing people. He has owned two companies, authored two books to help people succeed and started a nonprofit to help students.

He knows first-hand how key hiring decisions can dramatically affect an organization. He works with business owners, CEOs, Sales Executives and HR professionals to help them make easy-to-implement changes to their hiring process that will pay huge dividends.

Personally, John has motorcycled across the US, visited 49 of the 50 US states and traveled in Europe and Japan. He has two Black Belts in martial arts and has twice hiked the Grand Canyon. Today, he lives in St. Louis with his wife and together they have two daughters and seven wonderful grandchildren.



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