

GET THE RIGHT PEOPLE
ON THE BUS!
GET THE WRONG
PEOPLE OFF THE BUS!

LEADERSHIP 101

PEOPLE MAKE THE DIFFERENCE

THE SUCCESS OF EVERY BUSINESS HINGES ON
ITS ABILITY TO RECRUIT, SELECT AND HIRE
WINNERS.

AND I WILL ADD TRAIN.

EAGLES VS TURKEYS

- ▶ WITHOUT THE RIGHT SKILLS IT IS HARD TO TELL THE DIFFERENCE.
- ▶ WHEN WE DON'T HIRE RIGHT WE WORK THE BEST EMPLOYEES TO BURNOUT.



WHY DO WE HIRE TURKEYS?

- ▶ THEY HAVE A GOOD ANSWER FOR EVERY QUESTION.
- ▶ THEY TELL US WHAT WE WANT TO HEAR.
- ▶ THEY HAVE LOTS OF PRACTICE AT INTERVIEWING.

EAGLES VS TURKEYS

▶ “EAGLES DON’T FLOCK - YOU HAVE TO FIND THEM ONE AT A TIME”

▶ H. ROSS PEROT

THE COST OF HIRING THE WRONG PEOPLE

- ▶ YOUR TIME INTERVIEWING
- ▶ HUMAN RESOURCES
- ▶ BACKGROUND CHECKS
- ▶ TRAINING TIME
- ▶ OVERTIME WHEN THEY GO

THE GOOD SIDE OF TURNOVER

- ▶ NOT ALL TURNOVER IS BAD.
- ▶ WITHOUT IT A BUSINESS WILL STAGNATE.
- ▶ HIRING A NEW EMPLOYEE CAN BE AN OPPORTUNITY TO CREATE A BETTER DEPARTMENT.

THE GOOD SIDE OF TURNOVER

▶ IT ISN'T THE PEOPLE YOU FIRE WHO MAKE YOUR LIFE MISERABLE....

▶ IT'S THE PEOPLE YOU DON'T

▶ HARVEY MACKAY

CHARACTERISTICS TO CONSIDER IN A GOOD EMPLOYEE

- ▶ PHYSICAL CAPACITIES
- ▶ MENTAL CAPACITIES
- ▶ ATTITUDES
- ▶ PERSONALITY
- ▶ SKILLS

RECRUITING

- ▶ MAKE IT EASY.
- ▶ RECRUIT ALL THE TIME - NOT JUST WHEN YOU HAVE AN OPENING.
- ▶ WHEN A GOOD EMPLOYEE LEAVES - CALL THEM LATER. THE GRASS MAY NOT HAVE BEEN GREENER.

EMPLOYMENT APPLICATIONS

- ▶ INSIST THEY BE COMPLETELY FILLED OUT.
- ▶ DON'T WRITE ON IT. IT IS A LEGAL DOCUMENT.
- ▶ BEST TO HAVE IT FILLED OUT ON SITE.

EMPLOYMENT APPLICATIONS

- ▶ HOW MUCH EFFORT DID THE APPLICANT PUT INTO FILLING IT OUT?
- ▶ IS IT NEAT OR SLOPPY?
- ▶ CAN YOU TELL WHAT THEY DID IN PREVIOUS JOBS? HOW LONG IN POSITION?
- ▶ DO REFERENCES HAVE CONTACT INFORMATION?

PLAN FOR THE INTERVIEW

- ▶ HAVE A LIST OF QUESTIONS TO ASK.
- ▶ ASK DIFFERENT TYPES OF QUESTIONS WHICH WILL GIVE YOU MORE INFORMATION.
- ▶ USE A JOB DESCRIPTION DURING INTERVIEW.

TYPES OF QUESTIONS

- ▶ CLOSE-ENDED
- ▶ OPEN-ENDED
- ▶ ALTERNATIVE
- ▶ SITUATIONAL
- ▶ REVERSAL

DO NOT ASK:

- ▶ RACE
- ▶ RELIGION - BUT YOU CAN ASK IF THEY CAN WORK SATURDAY AND SUNDAY
- ▶ NATIONAL ORIGIN - BUT YOU CAN ASK IF THEY HAVE THE LEGAL RIGHT TO WORK IN THE U.S.

DO NOT ASK:

- ▶ MARITAL STATUS
- ▶ AGE
- ▶ DISABILITIES
- ▶ INJURIES
- ▶ WORKER'S COMP HISTORY

THE INTERVIEW

- ▶ HOW TO GET THE TRUTH...
- ▶ REMEMBER : WHAT YOU SEE IN THE INTERVIEW IS THE BEST YOU WILL EVER SEE AGAIN!
- ▶ HALO EFFECT
- ▶ HUNGER FACTOR
- ▶ GUT FEELING

DURING THE INTERVIEW

- ▶ POSITIONING
- ▶ ASK A FEW QUESTIONS BEFORE TALKING ABOUT THE JOB.
- ▶ BRING UP THE “TRUTH” ISSUE.
- ▶ LISTEN TO WHAT IS SAID AND THE TONE.

DURING THE INTERVIEW

- ▶ WATCH BODY LANGUAGE
- ▶ USE SILENCE
- ▶ THINK ABOUT YOUR REACTIONS

RED FLAGS

- ▶ NO REAL INTEREST OR ENTHUSIASM
- ▶ SPEAKS BADLY OF PAST EMPLOYERS
- ▶ LATE FOR INTERVIEW
- ▶ ASKS NO QUESTIONS
- ▶ VAGUE RESPONSES
- ▶ AGGRESSIVE, KNOW-IT-ALL

RED FLAGS

- ▶ CAN'T EXPRESS THEMSELF
- ▶ MAKES EXCUSES, EVASIVE
- ▶ LETHARGIC
- ▶ IMMATURE
- ▶ NO TACT
- ▶ WANTS JOB A SHORT TIME

POTENTIAL QUESTIONS

- ▶ WILL YOU BE WILLING TO TAKE A DRUG TEST?
- ▶ HAVE YOU EVER BEEN CONVICTED OF A FELONY?
- ▶ WHAT IS THE MOST EXPENSIVE THING YOU HAVE EVER TAKEN FROM WORK?

POTENTIAL QUESTIONS

- ▶ WHAT WOULD YOU DO IF YOU WERE GIVEN CREDIT FOR SOMETHING A CO-WORKER DID?
- ▶ HAVE YOU EVER BEEN FIRED OR ASKED TO RESIGN?
- ▶ HOW DO YOU KNOW WHEN YOU HAVE DONE A GOOD JOB?

POTENTIAL QUESTIONS

- ▶ WHEN I TALK TO A PREVIOUS EMPLOYER WHAT WILL THEY SAY ABOUT YOU?
- ▶ HOW MANY TIMES WERE YOU ABSENT FROM WORK LAST YEAR?
- ▶ CAN YOU ABIDE BY OUR ATTENDANCE REQUIREMENTS?

POTENTIAL QUESTIONS

- ▶ IS THERE ANY REASON, OTHER THAN PERSONAL ILLNESS, THAT YOU CAN'T BE AT WORK EVERYDAY?
- ▶ WHAT WAS THE LATEST YOU MADE IT TO WORK LAST YEAR? WHY?

CLOSING QUESTIONS

- ▶ WHAT IS ONE REASON I SHOULD HIRE YOU OVER ANYONE ELSE?
- ▶ WHAT IS THE ONE REASON I SHOULD NOT HIRE YOU?
- ▶ IS THERE ANYTHING ELSE YOU WOULD LIKE TO TELL ME ABOUT YOURSELF?

MAKING A HIRING DECISION

THINK ABOUT YOUR FIRST IMPRESSION

THINK ABOUT HOW THEY ANSWERED
QUESTIONS

LOOK AT HOW THEY FILLED OUT APPLICATION

CHECK REFERENCES

A CLOSING THOUGHT

▶ **THE TEST OF LEADERSHIP:
TURN AROUND AND SEE IF
ANYONE IS FOLLOWING YOU!**

QUESTIONS - COMMENTS

LIBBY COATES, RD LD MBA