

Hiring the Best Talent

Greg Goates
Goates Consulting Group

"Creating Competitive Companies – One Leader at a Time"

Executive Coaching • Leadership Development • Organization Effectiveness • Facilitation • Strategic Human Resource Leadership

Hiring Questionnaire

"If each of us hires people who are smaller than we are, we shall become a company of dwarfs. If each of us hires people who are bigger than we are, we shall become a company of giants."

David Ogilvy - World Famous Advertising Executive

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Why Hire the Best Talent?

- *"If we weren't still hiring great people and pushing ahead at full speed, it would be easy to fall behind and become a mediocre company."*
Bill Gates - Microsoft

Best Practices

- **Identify Critical Functional Competencies and Characteristics for Success**
- **Create an Interview Guide**
- **Asking the Right Questions**
- **Actively Encouraging Diversity**
- **Using Competency and Behavioral Interviewing Techniques**
- **Creating Candidate Rating spreadsheet**

Best Practices

■ **Identify Critical Functional Competencies and Characteristics for Success:**

- Job Summary
- Education or Experience Requirement
- Physical Demand & Work Environment
- Organizational Values/Fit with Company
- Functional Technical Skills

Best Practices

■ **Create an Interview Guide**

- Summary of Job Profile – Interview Preparation Form
- Develop specific Questions to Ask

Best Practices

■ Asking the Right Questions

You are not allowed to ask certain questions that protect individual rights during the interview process. Topics that are *not* legal to discuss in an interview include:

- | | |
|---|--|
| <input type="checkbox"/> Age / Date of Birth, | <input type="checkbox"/> Arrests, |
| <input type="checkbox"/> Religion, Race, | <input type="checkbox"/> Home ownership status |
| <input type="checkbox"/> Citizenship, National Origin | <input type="checkbox"/> Previous workers comp claims |
| <input type="checkbox"/> Physical attributes, | <input type="checkbox"/> Disabilities / physical ailments, |
| <input type="checkbox"/> Sexual Orientation, | <input type="checkbox"/> Specific promise of salary expectations |
| <input type="checkbox"/> Marital Status, | |
| <input type="checkbox"/> Children, Daycare | |

Best Practices

■ Actively Encourage Diversity

- ❖ Maintaining a diverse workforce—and spreading the word about it—is good business.
- ❖ According to 91 percent of survey respondents from Fortune 1000 companies and the list of "100 Best Companies to Work For," diversity helps organizations to keep a competitive advantage.

*~ Manager of Choice: 5 Competencies for
Cultivating Top Talent by Nancy S. Ahlrichs ©
2003*

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Best Practices

■ Using Competency and Behavioral Interviewing Techniques

- Competency questions test someone's knowledge in a technical subject
- i.e. Training and Development Question:
"Please describe each level of Kirkpatrick's Evaluation model?"

Best Practices: Behavioral Interviewing

Based on the idea that a person's past experience is the best predictor of future behavior

STAR = Acronym for asking Behavioral Questions and getting **specific experience/background**:

Situation/ – "Tell me about a time when . . ."

Task – "you had a project that required you to . . ."

Actions – "What Actions did you take?"

Results – "What results did you achieve?"

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Best Practices

■ Creating Candidate Decision Making Matrix Spreadsheet

- Ratings for each competency
- From each interviewer
- Anecdotal Data – strengths and any red flags
- Summarized for interview team

An Exercise: Needs Analysis

Directions:

- Count off in 2's or 3's
- Review Job Description and Job Analysis form
- Your team has 10 minutes as a group to:
 - Review the job description
 - Fill out the Job Profile – Interview Preparation Form and
 - Create as many behavioral interview questions as possible
 - Appoint a spokes person to report out the results of your teams efforts
- After 10 minutes each team will debrief the job competencies identified and interview questions created



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