



**HIRING THE BEST  
TALENT**

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Greg Goates  
Goates Consulting Group

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*"Creating Competitive Companies – One Leader at a Time"*

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

**WELCOME**

- ✦ Introductions
- ✦ Name
- ✦ Dept
- ✦ Time with present Company
- ✦ Experience with Hiring
- ✦ Issues with Hiring
- ✦ What would you like to learn from this workshop?

## 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 Oglivy - World Famous Advertising Executive*

## 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.Ahrlrichs ©  
2003*

## Best Practices

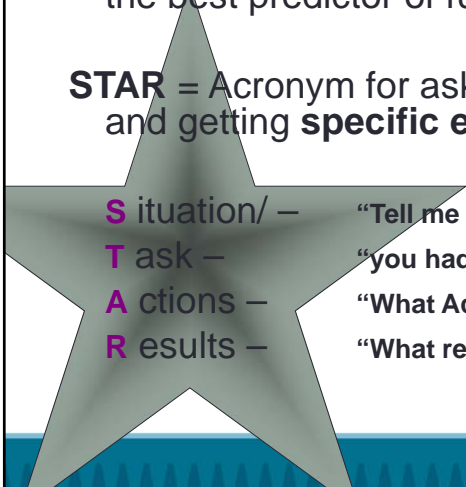
### ☀ Using Competency and Behavioral Interviewing Techniques

- ❖ 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**:

- 
- S**ituation/ – "Tell me about a time when . . ."
  - T**ask – "you had a project that required you to . . ."
  - A**ctions – "What Actions did you take?"
  - R**esults – "What results did you achieve?"

## 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

## Video – “More Than a Gut Feeling”

- ✦ Take notes on tools, tips and best practices
- ✦ Be prepared to share with group

## Video Debrief

- ✦ **What best practices or tips were in the video?**
  - ❖ Job Analysis – ID Job and Performance skills
  - ❖ Interview Preparation – developing behavioral questions
  - ❖ Interview Guidelines:
    - Establish Rapport -
    - Discuss the Job –
    - Take Notes
    - Asking open ended questions
    - Maintain Control
    - Contrary evidence –
    - Allow silence –
    - Gain Behavioral examples
  - ❖ Evaluate Candidates

## Exercise: Interview

### Instructions:

- ✦ Pick a partner
- ✦ ID Functional Job Competencies
- ✦ Asking partner several of the questions and give feedback on whether they contain all elements of STAR (Situation/Task, Actions, Results)
- ✦ 10 minutes to complete (total time – 5 minutes per partner)

## Candidate Evaluation Process

1. Collect Interview Guide data
2. Create Analysis Matrix following Interview Guide outline
3. Facilitating the Interview Team debrief session
4. Analyzing and discussing Quantitative and Qualitative candidate data
5. Creating a candidate ranking
6. Candidate selection based on data



## Hiring the Best Talent Workshop Wrap Up

- ☀ Questions and Answers
- ☀ Resource Review
- ☀ Workshop Evaluation

**THANKS – for your participation!**



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