



HIRE TEAM, NOT TALENT

"WRONG HIRES ARE OFTEN A RESULT OF A POOR INTERVIEW PROCESS ."



Bobby Bogard

The world is full of stunning résumés and well-coached applicants. It is also full of interview processes that involve little more than subjective conversations, filled with typical interview questions. Where do you want to be in five years? Blah, Blah, Blah! Then it's the cross your fingers; wait and see if this works out.

COMMON MISTAKES MADE IN THE TYPICAL HIRING PROCESS

1 SPOT FILLING

RECRUITERS FILL POSITIONS OUT OF FRANTIC NEED INSTEAD OF WAITING FOR THE RIGHT PERSON.

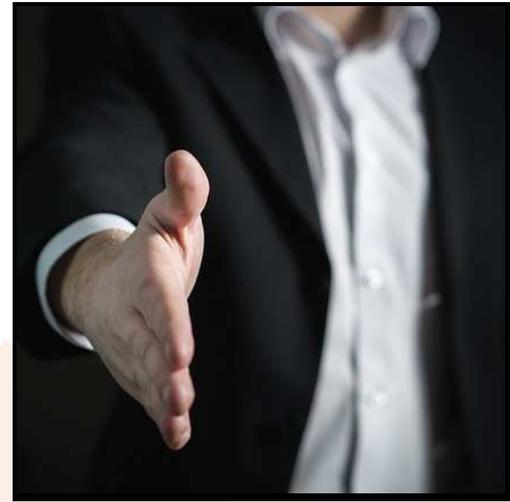
An interviewer looking to just "fill a position" can be swayed by the candidate's résumé, the candidate's interview skills, or an affinity with the candidate's personality (or lack thereof). Don't fill an open position just because you have an open position; it's better to take your time and find the right combination of person than to hire a person to just "fill a position" who, in the long run, will be detrimental to the team.

2 VALUING SKILL SET OVER CULTURE FIT

An interviewer can make false assumptions and presumptions about a candidate's ability to fit on a team. Competency is a needed measurement, but a failure to scrutinize **chemistry** and **character** can be overlooked because of the candidate's competency. Every hiring manager wants the "Lebron James" of their world.

3 JOB DESCRIPTION VS TRUE NEEDS

You should be looking for the right **qualifications**, **behavioral traits**, and **skill sets** you need from a candidate in order to be a successful team member within your unique culture, vision, and mission. However, an interviewer restricted to a rigid job description alone is left to fit a candidate to a "job description" instead of measuring a candidate's fit to the culture, vision, and mission. In short, you could be hiring a square peg for a round hole.



4 HIRELING VS VISION CARRIER

An interviewer can represent the company's assets rather than the company's vision, values, and culture. The candidate becomes a hireling instead of a vital team member. A **vision-oriented** employee will serve, but an **entitled** employee will only take. That being said, there has to be a balance. It is ok to talk about salary and the person being interviewed is not bad for wanting to discuss this topic.

HOW YOU BREAK THE MOLD

WALK ABOUT INTERVIEW

Start in the conference room; applicants expect that setting. Now take them on a stroll through the offices. Prepare your team ahead of time. You could even have some of the lead staff dress down to disguise their positions.

- How do they **interact** with people? Do they respond differently based upon **position**, or do they treat everyone with the same regard? Look for **character** not charisma.
- What type of questions do they ask? Do they want to know the **how** or do they want to discover the **why**? Look for passion not potential.

- When do they get uncomfortable in conversations? Do they want to **protect** their image or do they have relational struggles? Look for **challenges** not chemistry.

CURVE BALL QUESTIONS

Candidates are ready for the standard questions, so give them something from left field. Strategize with your interview team beforehand.

- Get past the normal **who, what, when,** and **why's** of interviewing quickly.
- Ask hypothetical questions about a variety of topics but always get to the why.

For example:

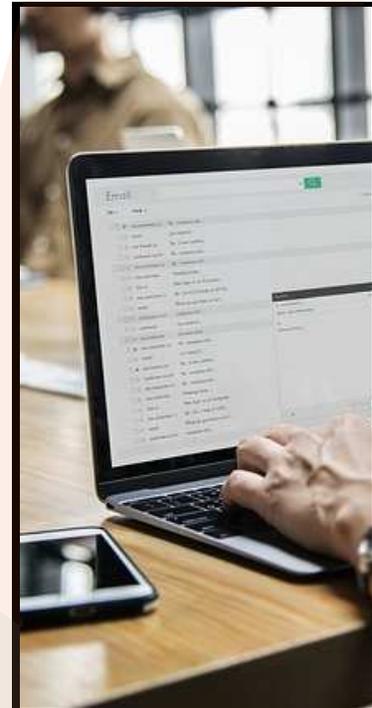
If you were dying, what three people would you want closure with and why? You have unlimited resources. What two causes would you want to support and why?

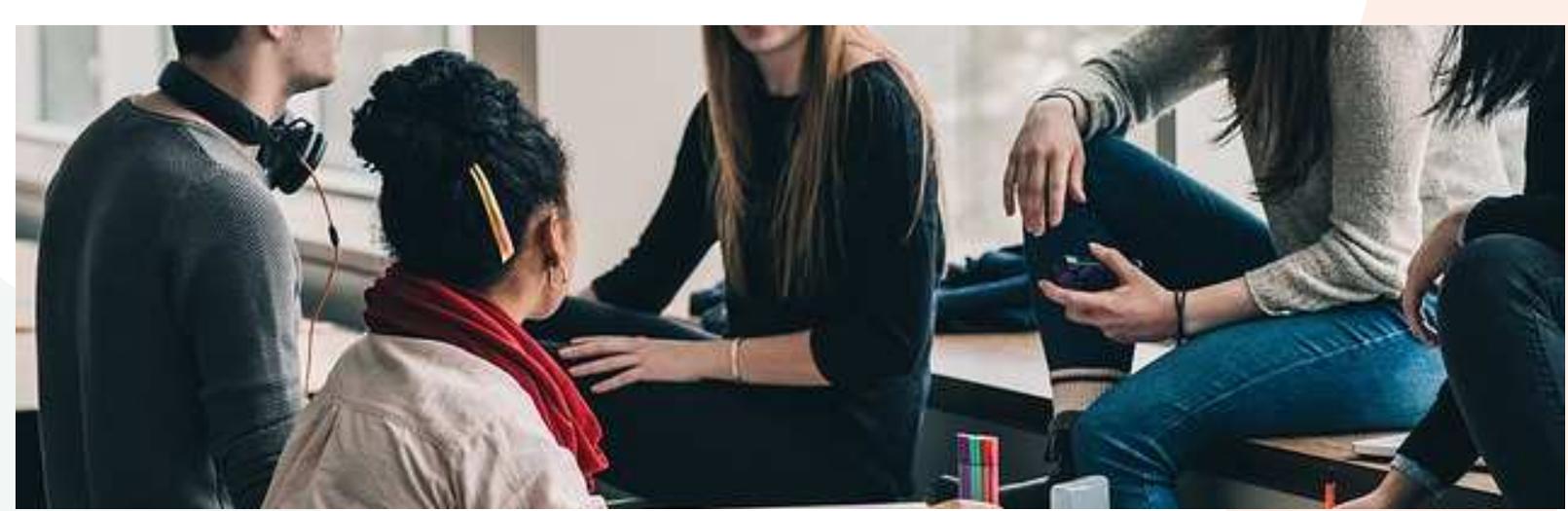
- Three people survive a plane crash, how do you rescue them? Look to discover their true self, not their interview self.

TEAM TALK

The usual interview process involves one person with a "**question** and **answer**" approach. Try a **team** approach based upon conversations and interactions. ****But let the candidate know ahead of time they will be meeting with several people.***

- At some point, bring in players from a variety of departments.
- Make the setting **conversational** by having some of the team tell their personal story with the organization. You can then ask the candidate to comment on their perspective regarding culture, values, or mission related within the story.
- Allow the candidate to share their story with the team... ask them to focus on their why instead of their what... for example: "why did you enjoy working at your last job", instead of what did you do.





SET EXPECTATIONS

When they will hear from you?

What are the remaining steps in the process before a final decision will be made?

Will you communicate the salary range for the position for which they are being interviewed?

CLARIFY:

- The potential of the salary position for which they've applied.
- Ask if they wish to continue in the process.

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LEADERSHIP STUDY GUIDE



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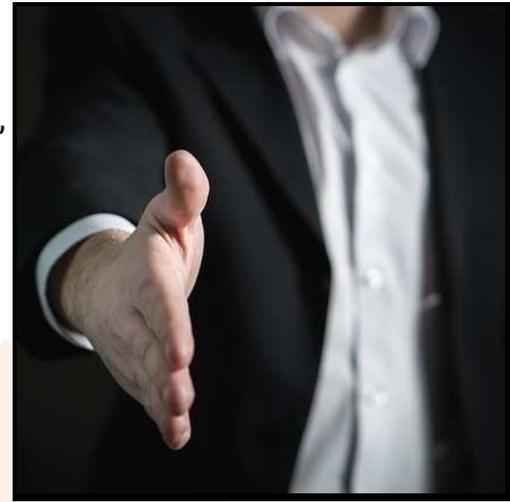
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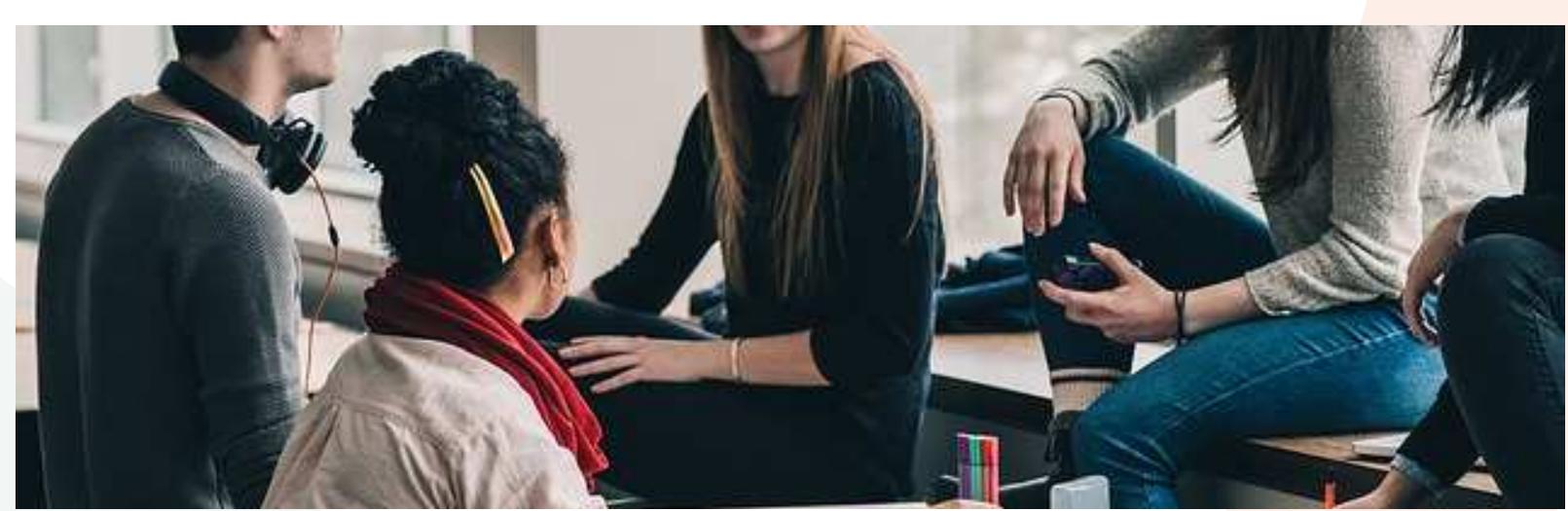


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