

Guest,

Welcome to:

## It's Always Time To Raise The Hiring Bar

Presented by  
Lighthouse Consulting Services, LLC



**Host:**

Dana Borowska, MA

CEO, Lighthouse

Consulting Services, LLC

**Author of Cracking The Personality**

**Code**

(310) 453-6556, ext. 403

[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)



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## Finding the Titanic



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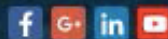
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## Workshop Agenda

- Introduction
- The High Cost of Hiring Errors
- Job Description & Goals
- Targeted Recruiting
- The Resume Pile
- The Telephone Interview

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## Workshop Agenda (cont.)

- The One-On-One Interview
- One Question Remains!
- Testing & Assessment
- Making Well-Informed Hiring Decisions
- Questions & Answers
- Closing



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*The significant problems we have today  
cannot be solved at the same level of  
thinking with which we created them.*  
- Albert Einstein



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## Is Your Organization a Current or Future Light Pole?



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## It's Time to Get Off the Carousel & Bring in Fresh Talent!



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## Observe the Kind of People You want on Your Team

- **Dry Cleaners** – Needed coupon – my cell phone was slow – no worries!
- **UPS Store** – Notary – smiled – thinker – on her game.
- **GE Microwave Repair Person** – Knowledgeable in electronics, install, sales.
- **Best Buy/Sears/Home Depot** – Kitchen installers.



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### Wanted: The Best in:

- Customer Service
- Writing/grammar
- Self-driven
- Work ethics – Do it until it gets done.
- Confidence
- Personable



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## Making Well-Informed Hiring Decisions

- Interviewing
- Background/ Reference Checks
- In-Depth Personality Testing



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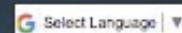
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## Hiring Should Be Constant Steady Flow

### Continuously Adapting To The Environment

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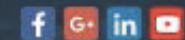
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## What is the cost of poor hiring decisions?

- Recruiting and training expenses
- Poor match with current staff, company culture, job needs and work setting
- Candidate's personality issues

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## What is the cost of unresolved personnel issues?

- Poor communication
- Conflict and hostile exchanges
- Low morale
- Poor team dynamics
- Higher level of stress

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## Refining the Hiring Process

### JOB DESCRIPTION & GOALS:

- Expected performance outcome
- Day 1 through 90 with 6 month goals
- Review old job descriptions

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## Use the Expectations from the Job Description to Create:



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## Sample Craig's List Ad

### Service Desk or Service Coordinator

- Work with Customers
- Self driven
- Room for growth
- Personable
- Career options & benefits
- Need 6 years work experience – can include P/T during high school.
- Some junior college preferred

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## Targeted Recruiting – Defining Where To Recruit Candidates

### REFERRALS:

- Offer bonuses to employees, like thank-you lunches, money, business miles for trips, weekend getaways, etc.
- Market to those who can refer candidates with newsletters and job notices

### SCHOOLS:

- Contact trade schools, universities and community colleges, alumni associations and instructors.

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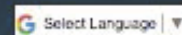
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## Targeted Recruiting – Defining Where To Recruit Candidates

### INTERNET:

- Recruit through job boards, online career centers and your own website

### HERE ARE SOME PLACES TO LOOK:

- CareerBuilder [www.careerbuilder.com](http://www.careerbuilder.com)
- Craigs List [www.craigslist.org](http://www.craigslist.org)
- LinkedIn [www.linkedin.com](http://www.linkedin.com)
- The Monster Board [www.monster.com](http://www.monster.com)
- Specialty boards - Industry specific

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*One doesn't simply  
Build Good Stuff. And then...  
Service Good Stuff. One has to...  
do more... go beyond the conventional  
definition of product and service.  
In my terms...  
Become One With The Customer.  
- Tom Peters*



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## Targeted Recruiting – Resumés

### THE RESUME PILE:

- Sort through the pile
- Meeting specific needs:
  - Analyze the candidate's job history for longevity, promotions, achievements, job environments and meeting job requirements.
- Resume presentation:
  - How does the candidate organize thoughts and ideas as well as presenting him or herself.
- The high-tech sorting process.

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## Targeted Recruiting – The Telephone Interview

### TELEPHONE FIRST:

- Your time is valuable.
- Removes the emotional impact of one-on-one interviewing.
- Focuses on qualifications vs. image.
- Let the candidate earn the interview.
- Don't judge, just listen.

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[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)



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### Targeted Recruiting – The Telephone Interview

#### DEVELOP SEVERAL QUESTIONS TO ASK:

- Why are you interested in this position?
- Review resume with candidate – why they left – biggest accomplishments.
- Favorite company they worked for – ask for three adjectives to describe and probe into.
- Company they'd prefer not to work for again or characteristics of a company they would prefer not to work for – ask for three adjectives to describe and probe into.
- Favorite manager – 3 adjectives/probe asking for examples.
- Worst manager – 3 adjectives/probe asking for examples.
- BHAG that they have had in their professional life.
- What they know about your company.

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**Host:**

Dana Borowski, MA  
CEO, Lighthouse  
Consulting Services, LLC

**Author of** *Cracking The Personality  
Code*

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## Targeted Recruiting – The Telephone Interview

### CLOSING THE INTERVIEW:

- If you like the person, say, 'You're a very strong candidate. I'm talking with a few other people and I'll get back to you by \_\_\_\_\_.'
- After the interview, ask yourself: 'Did the response fit the job description?'
- At this point, you have saved yourself the time, trouble and emotional investment of a one-on-one interview.

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CEO, Lighthouse  
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## Targeted Recruiting – The One-on-One Interview

### IN PERSON:

- Select three candidates to interview.
- Be more specific in your questions in one-on-one interviewing:
  1. What significant impact they had at three or more companies on their resumes – ask for specifics, percentage of change.
  2. What brought about the change – in detail.
  3. What was their process, from A to Z.
  4. Ask how the candidate would handle a specific problem that you have seen in the job position.

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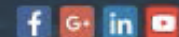
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### Targeted Recruiting – The One-on-One Interview IN PERSON:

- Let the candidate prove him or herself through demonstration. Example: writing a sales letter.
- Not getting the answers you need? Ask: 'Have I missed something? Looks like you don't have a background in ...?'
- The \$1,500 suit syndrome
- The impressive school or company.
- Key to interviewing: Again, does the response fit the job description?

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CEO, Lighthouse

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**Author of** *Cracking The Personality*

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## Targeted Recruiting – The One-on-One Interview

### LISTEN, LISTEN, LISTEN!:

- Why are they saying what they're saying?
- The interviewer should not talk more than 20% of the time.

### NEVER SELL THE COMPANY:

- What do you think so far?
- Homework.
- Final approval and when can you start?

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## Targeted Recruiting – Defining Where To Recruit Candidates

### MAKE WELL-INFORMED HIRING DECISIONS:

- As the saying goes – “You never know someone until you work with them, travel with them or live with them!”
- How can you further reduce the possibility of hiring errors?

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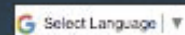
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## *What is the definition of hiring insanity?*

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Consulting Services, LLC

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(310) 453-6556, ext. 403  
[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)



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## Components of the Hiring Process

### BACKGROUND CHECKS:

Criminal, financial & reference  
Gordon Basichia, Corra Group  
(310)966-1556 - [gordonb@corrargroup.com](mailto:gordonb@corrargroup.com)

### TRAINING:

Barry Deutsch  
Impact Hiring Solutions  
(310)-378-4571 (office) - [barry@impacthiring.com](mailto:barry@impacthiring.com)

### COMPENSATION:

Larry Comp  
LTC Performance Strategies  
(861)-294-2929, ext. 11 - [lcomp@ltpperformance.com](mailto:lcomp@ltpperformance.com)

### STRATEGIC PLANNING:

Marc Eimerer  
Optimize Inc.  
(861)-296-2568 - [marc@optimizeinc.net](mailto:marc@optimizeinc.net)

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Dana Borowka, MA  
CEO, Lighthouse  
Consulting Services, LLC

**Author of Cracking The Personality**

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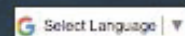
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## Testing Assessments – Assists in Making Well-Informed Decisions

### PERSONALITY ASSESSMENTS:

- Hiring and candidate evaluations
- Targeted recruiting
- Personnel assessments
- Management/employee development
- Team dynamics
- Improvement of work performance
- Conflict resolution

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CEO, Lighthouse

Consulting Services, LLC

**Author of** *Cracking The Personality*

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[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)



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## In-Depth Personality Assessment Inventory

### PERSONALITY ASSESSMENTS:

- Backed by 50 years of research.
- Analyzes personality characteristics in the context of business concerns
  - Coping with stress
  - Interpersonal and social skills
  - Problem solving
  - Coping with stress
  - Organizational role patterns
  - Work settings
  - Potential weaknesses

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**Host:**

Dana Borowska, MA

CEO, Lighthouse

Consulting Services, LLC

**Author of Cracking The Personality****Code**

(310) 453-6556, ext. 403

[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)

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### Some Things to Think About When Reviewing Various Work Style & Personality Profiles:

- Training or degrees
- Scale for 'Impression Management'
- What is the history of the profile?
- Cultural bias
- Does the profile meet U.S. government employment standards? Has it been reviewed for ADA compliance & gender, culture & racial bias?

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Dana Borowka, MA

CEO, Lighthouse

Consulting Services, LLC

**Author of** *Cracking The Personality*

Code

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[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)

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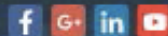
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### Some Things to Think About When Reviewing Various Work Style & Personality Profiles: (cont)

- Reading level required (5th grade English, etc.)
- Number of actual scales
- What is the history of the profile?
- Does the data provide an understanding on how an individual is wired?
- These are some general questions and if a profile falls short in any one area, we strongly suggest additional research into the accuracy of the data being generated.

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CEO, Lighthouse  
Consulting Services, LLC

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### How Do You Welcome New Hires?

One company has a nice box waiting on their new hire's desk that includes:

- Welcome note
- Brochures on the company
- Note pads
- Pens
- Company shirt
- Headphones
- Alarm clock
- Fitbit watch
- Backpack

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CEO, Lighthouse

Consulting Services, LLC

**Author of** *Cracking The Personality*

Code

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[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)

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*Retention! How to keep what you've got...  
Know where they want to go and help them  
get there.*

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## Making Well-Informed Hiring Decisions

- Interviewing
- Background/ Reference Checks
- In-Depth Personality Testing

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CEO, Lighthouse  
Consulting Services, LLC

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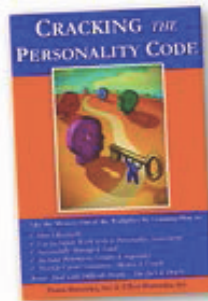


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*Don't blame a fish for not flying. If you  
needed a flier, you should have hired a bird.*

Don Clifton, CEO  
Gallup Organization

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If you have additional questions please feel free to give me a call at 310-453-4033.

**8 Point Success Matrix**

Candidate: \_\_\_\_\_ Position: \_\_\_\_\_ Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_







Level	I - Open Style Personality	II - Work Personality	III - Growth Personality	IV - Growth Personality	V - Growth Personality	Score
<b>Open Style Personality</b>	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	
<b>Work Personality</b>	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	
<b>Growth Personality</b>	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	
<b>Openness to Growth</b>	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	
<b>Openness to Work</b>	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	Openness to new experiences and ideas. Openness to new people and places. Openness to new ideas and concepts.	
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**Host:**  
Dana Borowska, MA  
CEO, Lighthouse  
Consulting Services, LLC

**Author of Cracking The Personality Code**

310-453-6556, ext. 403  
[dana@lighthouseconsulting.com](mailto:dana@lighthouseconsulting.com)

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## Follow Us



## Lighthouse Consulting Services, LLC

3130 Wilshire Blvd., Suite 550


Santa Monica, CA 90403

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T. 310-453-6556

F. 310-828-6987

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