Guest,

Welcome to:

It's Always Time To Raise The Hiring Bar

Presented by
Lighthouse Consulting Services, LLC
Finding the Titanic

Host:
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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
The significant problems we have today cannot be solved at the same level of thinking with which we created them.

- Albert Einstein
Is Your Organization a Current or Future Light Pole?

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In-Depth Work Style Personality Testing

- In-Depth Work Style Personality Assessments
- Why In-Depth is Best
- Work Style Personality Testing
- Work Style Assessments
- Pre-Employment Testing

Talent Development

- Talent Development
- Talent Development Workshops
- Skills Testing
- Team Building Service
- Outplacement Services
- Sino American Management Style
- Interpersonal Coaching

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- Stop Trying to Shortcut the Hiring Process
- Holidays: A Ritual of Joy or Sorrow
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.
Wanted: The Best in:

- Customer Service
- Writing/grammar
- Self-driven
- Work ethics – Do it until it gets done.
- Confidence
- Personable
Making Well-Informed Hiring Decisions

- Interviewing
- Background/Reference Checks
- In-Depth Personality Testing
Hiring Should Be Constant Steady Flow
Continuously Adapting To The Environment
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
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
Use the Expectations from the Job Description to Create:

- Advertising
- Brand Messaging
- PR
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 JV 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.
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
  - Craigslist www.craigslist.org
  - LinkedIn www.linkedin.com
  - The Monster Board www.monster.com
  - Specialty boards - Industry specific
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
Targeted Recruiting – Résumés

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.
  - Résumé presentation:
    - How does the candidate organize thoughts and ideas as well as presenting him or herself.
    - The high tech sorting process.
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.
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.
- Worst manager – 3 adjectives/probe asking for examples.
- HHAG that they have had in their professional life.
- What they know about your company.
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.
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.
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?
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?
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?
What is the definition of hiring insanity?
Components of the Hiring Process

BACKGROUND CHECKS:
Central, financial & reference:
Gordon Bosch, Core Group
310-886-1558 - gordon@coregroup.com

TRAINING:
Barry Strach
Impact Hiring Solutions
310-578-4571 (office) - barry@impacthiringsolutions.com

COMPENSATION:
Larry Capp
LLC Performance Strategies
860-296-2529, ext. 11 - larry@llcperformance.com

STRATEGIC PLANNING:
Marc Emmer
Optimize Inc.
861-296-2588 - marc@optimizeinc.net

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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

Most:
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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
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?
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.
# 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
- Flip watch
- Backpack

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Retention! How to keep what you’ve got… Know where they want to go and help them get there.
Making Well-Informed Hiring Decisions

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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