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# Sue Hansen Speaks

## Do you really know who you're hiring?

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Greetings!

Ever had the experience of interviewing potential employees and finding the process less than effective? Well most of us have interviewed candidates and we're left feeling like there could have been more to the interview. Did we find out what we wanted, could we know more before taking the chance on a new hire.

This month we'd like to make a few suggestions for improving the chances of really knowing who you're about to hire. Remember, it's best to find out that they're not a good "fit" before you hire them and it's getting harder and harder because:

- *The number of people who lie on their resumes is increasing.
- *The interview process in general is ineffectual. In fact, in only about 14% of the cases does the interview process predict future talent.
- *We're not doing enough to "know" the candidates before we hire them.

So, check it out and see what we can do.

Sue

Who is Really Behind the Mask?

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It's a recurring story: You are looking to hire let's say a billing manager. You put an ad in the newspaper and on the Internet. You begin to receive numerous resumes. After many hours of pouring over the information in the resume, you finally decide on 5 candidates who possess strong knowledge base and great experience. All the qualities for which you are looking. You set up the interviews. You ask your provocative, open-ended questions. You probe, you follow up on comments. You call all the references-no red flags; at least from what you can glean from the voice tones and from reading in between the lines. You want to be sure, so you may even ask the rest of the management team to interview the top candidates.

You finally decide on Jill. You're really impressed with her level of experience, her skill set, and she seems quite affable. She comes to work and she seems to be working out just fine, until 3 weeks after the date of hire. You begin to hear some rumblings about how your new candidate is treating the staff, how she is making

decisions, all the changes she's making, and now the morale of the staff seems to be plummeting. Who is this person, you may ask. She was so nice during the interview.

What happened? Well, during the interview Jill was on her best behavior. Most of us do the same thing. When in an interview setting we are projecting the qualities (behaviors) that we deem necessary to be hired for the position. Given enough time, the natural person emerges and it may not be who you bargained for. When you hire the wrong person, the results can be devastating to you, and the team.

### **Tips to Improve the Chances of a Good Hire**

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1. Be precise when wording the job description. Too many jobs ads are vague.
2. Utilize assessments. Tools are available for you to assess the behavior, skillset, personality and capability of the candidate. USE THEM!
3. Have a team of associates ready and willing to interview after you finish. Meet to discuss.
4. Have provocative and challenging interview questions.

Questions We Like...

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Ten great questions from Colleen Aylward, Web Recruiter  
(and a few more from the rest of us!)

1. Take me through a time when you took a product or a project from start to finish.
2. What is your definition of working too hard?
3. How do you manage stress?
4. Describe the way you work under tight deadlines
5. Describe how you work under tough managers
6. Persuade me to move to your city.
7. What kinds of opportunities have you created for yourself in your current position?
8. IN a team environment, are you a motivator, a player, a leader, or a cheerleader.
9. In the past three years, what part of your professional skill set have you improved the most?
10. If you were a new employee, what would you do to gain respect from peers in 30, 60, 90 days?

### **Contact Information**

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