

BE INVINCIBLE™

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Lead by “The Bull Detector” *- five steps to hire right the first time*

This article is a “bull”et proof five-step process to helping you hire the right employees the first time.

By Vince Poscente

Our challenge in business is to hire the right employees the first time. At Be Invinceable Group we believe the interview process not only finds the right employee but it's a golden opportunity to start laying the foundation to employer loyalty. Here is the five-step process we use to find and keep loyal high performing people:

First we queue up "The Bull Detector," or the TBD for short (toned down for our sensitive readers), then we execute some strategies to see if the interviewee truly is committed. For example, in the job ad, give two specific times of the day for them to call or get them to fax their resume in. If they do not do either, then your TBD should go off. If they can't make the effort to find a fax machine or contact you within 24 hours, they do not pass step one.

Second, have the first interview over the phone. Ask a couple of quizzing questions about their experience, their objective seeking employment with you and what they can contribute to your organization even before you see them. Note how well

they sell themselves over the phone. This step is especially critical if the job position to be filled requires extensive telephone interaction. Your call will likely surprise them so be sure to ask if the time is inconvenient. Their readiness to speak with you should say something about their commitment. Take notes about each interviewee so that if and when you do have a face-to-face interview with them you can pick up where you left off on the telephone. If at any time in this brief conversation your TBD alarms then go back to step one and try again with someone else.

Third, meet them in person. This interview should be an extension of your telephone conversation. Where applicable, allow the interviewee to tour the showroom/office/store to get a feel for your organizational culture and interact with your employees before starting the interview. Remember to tell your employees that you are interviewing and that you would appreciate their feedback afterwards. Begin the interview by giving them a scenario of the proposed job description and ask them how they see themselves

handling the situation. Note their willingness to work as a team and openly communicate with you or their team leader. If they pass this third step - great! Continue to step four. If they do not fit your exact needs then thank them for their time and see them out the door. (Don't try to fit a round peg in a square hole!)

Step four asks questions that are built around your corporate core values. In the event you haven't defined core values we suggest you do so now otherwise you can never expect to find the right employee. Three years ago, our entire staff established our company's five core values based on a model outlined in Gary Hamel and C.K. Prahalad's, *Competing For The Future*. Our core values were to make a difference; have fun; to grow personally, professionally and corporately; to be integral and always over deliver. Now when we hire we show these five core values to the prospective employee and ask them to define each of these five in their own words. This determines where their core values are in relation to ours and how they see themselves contributing to our organization. If this happens to

be the prospect you end up hiring, you want them to feel excited about coming to work for you and having them visualize themselves contributing to your organization is a priority.

Step five is an amazing process called peeling the onion. Under each layer, there is a deeper layer. Therefore, ask questions that reveal what makes that person tick. This part of the interview is closer to an art form than a specific technique and demands the interviewer to strategically ask and analyze questions and answers according to the TBD. For example, when the interviewee is asked why they selected you as a choice of employment their answer will likely be the same – that they based it on the "feeling" they had about being part of your team and future potential. Ok, so now you need to find out what they base the feeling on. Is it intuition? If so, when else have you been lead by intuition and what happened? Did this "feeling" come from past experiences with other organizations? How come?

Here is an example. Mike was a person who made it to the fifth step. We used a special five part series of questions that revealed a number of different perspectives. Part one in the series of questions was a modification of a section out of Stephen Covey's *Seven Habits of Highly Effective People*. We asked Mike to imagine that it was three years later and he was witnessing his own funeral and to identify what three different groups (family, co-workers and clergy) would say in his eulogy. For each item that Mike said he would be known for we would probe him further asking, "What exactly does this experience give you?"

At the beginning of the interview Mike's answers were superficial. Finally, he said he would be known for being fun to work with. Then we asked, "What benefit does being fun give you?"

He responded by saying "because it makes people feel good."

With more digging (using the same "what benefit/experience does making people feel good give you?" question) Mike said, "I want them to feel good because I care about people."

Each question we asked Mike revealed a deeper layer. It appeared in this brief encounter, a 'core value' for Mike was caring for others. You will find that when you dig into other experiences' common themes will keep surfacing. In this case, Mike was applying for a sales position and the quality of caring was clearly an important prerequisite for this position. A by-product of the interview gave Mike a good feeling about us because we asked him questions that showed we cared about him as a person and at the same time we started laying the foundation of loyalty.

We have learned that if you are willing to invest the time in this process, you will take your business, your company and your people to the next level of excellence – give it a try.

Vince Poscente is CEO of Be InVincible Group, a Dallas, Texas based speaking and consulting organization. His experiences as an Olympic competitor, salesperson, corporate executive, entrepreneur, and professional speaker (along with his Masters degree in Organizational Management) give him a unique perspective on how to conquer the corporate struggles of today. For more information on how to lead by "The Bull Detector", other articles, take a Free performance assessment; learn about Be InVincible programs; view a complete list of products within the InVincibility Series of Learning Tools; or inquire about Vince's speaking services, please visit us at www.beinvincible.com, or call 800-791-2078.