

# 70

## **BEST HIRING PRACTICES**

**FOR HIRING SUPERIOR PERFORMERS**



**THE WAKE UP EAGER HABITS SERIES**

Suzie Price

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# HOW TO HIRE SUPERIOR PERFORMERS

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*70 Best Practices, Strategies, and Tips  
for Interviewers*

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– Suzie Price

# Dedication

I dedicate this book to four giants from the thinking and human development arena: **Abraham Harold Maslow** (April 1, 1908–June 8, 1970) who was an American psychologist and who created Maslow’s hierarchy of needs; **William Moulton Marston** (May 9, 1893–May 2, 1947) an American psychologist, inventor and the author of *Emotions of Normal People*, a groundbreaking book about communication styles and behaviors; **Eduard Spranger** (June 27, 1882–September 17, 1963) a German philosopher and psychologist whose insightful book, *Types of Men*, revealed six motivational categories and human drivers for action; and **Robert Schirokauer Hartman** (January 27, 1910–September 20, 1973) a logician and philosopher whose primary field of study was scientific axiology, a mathematical formula for measuring how we think and make decisions.

The research, science, intuition, and insight that each of these great thinkers developed and shared helps us today. Because of their work, we can better understand others and ourselves, so we can make better hiring decisions by focusing on job fit.

They have helped us understand that everyone has special talents and that when we match those talents to what the job needs for success, everyone and the business excels and succeeds. Their work inspired the creation of this book.

Isaac Newton said it best, “*If I have seen further than others, it is by standing upon the shoulders of giants.*” Maslow, Marston, Spranger, and Hartman were giant thinkers and creators; I appreciate that their “shoulders” were broad and courageous. May we all “stand on them” and create a bright future of growth, happiness and expansion.

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# Introduction: The Cure!

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It was the weekend, and I should have been resting with my feet up, sipping on a cool beverage. Instead, I was feverishly working in my office, setting up files and internal processes so that I could hit the ground running that Monday.

What had me so focused and energized? It was the spring of 2005, and after eight months of study, coaching, and intense certification training, I began offering the patented talent assessment and consulting process the TriMetrix® Superior Performance Hiring Assessment Process<sup>1</sup> to my clients.

I felt like a longtime researcher who had found a cure for a serious illness. I felt obliged to save the world! I had seen the power of the TriMetrix® Assessment Process and knew it could “cure” the illnesses of low performing new hires and high turnover. As a consultant, there’s nothing more important to me about than being able to cure people and guarantee results.

Since that time, the TriMetrix® Superior Performance Assessment Process has helped many clients improve their hiring accuracy, reduce turnover, and improve long-term job performance. If a person is hired using this process, they have a 90 percent retention rate after 12 months.

## Slow to Start, but Once Started They Don’t Want to Stop

I’ve learned a lot about consulting and offering “cures” to “heal” low performance and hiring “woes” since I was first certified in 2005.

Even though the process has a stellar record of accomplishment and every client who begins using it does so repeatedly, many hiring managers are slow to start. For some, it is kind of like eating your vegetables and exercising daily, we mean to do it and we know it’s good for us, but sometimes we’re just “too busy.”

Users of TriMetrix® tell me they love the data, detail, insight, and rigor that this process helps

1. See [www.70-100-right-tips.com](http://www.70-100-right-tips.com) under “Priceless Services.”

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them apply to candidates. Simply put, clients make better hiring decisions and are able to put the right people “on the bus” with it.

\*TriMetrix® is a registered trademark of Target Training International Ltd. and Performance Benchmarking.

## Great Companies Get the Right People “on the Bus”

In his national bestseller *Good to Great: Why Some Companies Make the Leap and Others Don't* author Jim Collins outlines universal distinguishing characteristics that cause a company to go from good to great. Collins and his research team studied and compared the histories of, conducted interviews with, and developed benchmarks of twenty-eight companies.

Collins shares, “When we began the research project, we expected to find that the first step in taking a company from good to great would be to set a new direction, a new vision and strategy, get the company and then to get people committed and aligned behind that new direction.

“We found something quite the opposite. The executives who ignored the information from good to great did not first figure out where to drive the bus and then get people to take it there. No, they first got the right people on the bus (and the wrong people off the bus) and then, figured out where to drive it.”

The second key point is the degree of sheer rigor needed in hiring decisions in order to take a good company from good to great. People are not your most important asset. The RIGHT people are.”

## Noticing a Lack of Sheer Rigor in Hiring Decisions

The assessment process I am talking about in is a “cure” for hiring ills and for the degree of sheer rigor needed in people decisions” that Collins recommends, but not everyone has the bandwidth to take advantage of this “cure.” Hiring managers always want the results Collins talks about in *Good To Great*, but due to every day pressures, budgets, and time constraints, the hiring process can often become just “another thing to quickly get done” on a very busy and long to-do list.

Therefore, the pain and illness of low motivation and lack of performance in the workplace grows. I believe that if more rigor is applied early on in the hiring and interviewing process around the person being hired and what jobs they are placed in, the illness of low motivation and poor performance will become a nonissue.

## Studies Back Up My Concerns

There are numerous studies that highlight the problems and costs of bad hires. Here are a few relevant facts and statistics:

- **CareerBuilder Study, 2012:** Hiring the right person to fill a position can be a difficult decision to make, and CareerBuilder’s study shows that the cost of choosing incorrectly can be high. Sixty-nine percent of employers reported that their companies have been adversely affected by a bad hire in 2012, with 41 percent of

those businesses estimating the cost to be over \$25,000. Twenty-four percent said a bad hire cost them more than \$50,000.

- “Whether it’s a negative attitude, lack of follow through or other concern, the impact of a bad hire is significant,” said Rosemary Haefner, vice president of human resources at CareerBuilder. “Not only can it create productivity and morale issues, it can also affect the bottom line.”
- AonHewitt’s 2012 Trends in Global Employee Engagement Study shared that 42% of employees are somewhat to completely disengaged.
- Deloitte and Touche: The cost to replace an employee who voluntarily quits a company is 1.5 times that employee’s salary.
- Topgrading: How Leading Companies Win By Hiring, Coaching and Keeping the Best People: The cost to replace a high impact employee (*Sales Person, Manager and/or an Executive*) after you determine you’ve made a hiring mistake and need to hire a replacement is 8 times that employee’s salary.
- Assimilating New Leaders: There is a 20 percent chance that a newly hired senior executive will last two years or more.

I see these numbers, and then I look around me and every day I see people who are not in the right jobs. The managers of these people are working really hard to lead, motivate, and push them to do a “better job” and “be more committed to excellence.” However, when a person

is in the right job, less pushing and motivating is required. You have less turnover and higher productivity.

There’s a groundswell of power and leverage when you make the right hiring choice and a costly impact when you don’t.

Figuring out how to hire superior performers and knowing the “secrets” for conducting successful job interviews becomes even more important today. These trends and statistics reveal one of the “silent killers” of corporate profitability! The cost of hiring either the wrong people who won’t perform well, or who leave quickly, is staggering.

These issues remind us that companies, large and small, must use effective hiring tools and processes and continually improve these processes to ensure profitability. Simply put: you must be conducting successful job interviews!

Do not let the busyness of your day relegate the specific process of hiring to something that you do at the last minute. Do not let it be something that gets little thought or attention. Make conscious hiring decisions by developing a conscious, high-priority hiring process.

## Deconstruct This “Stuff” and Help More Hiring Managers Hire Right

While I know that hiring is important and that it deserves your full attention, I also know that today’s work life can be hectic and demanding. Everyone is doing more with less, and that



makes **everything** you're responsible for seem like a priority, especially in a fast-moving, out-of-control week.

I decided to deconstruct the TriMetrix® Superior Performance Assessment Process into a simpler, minisized, and still very powerful resource by writing this book, developing email tips, and

teaching this process in my workshop. I want ALL busy and overwhelmed hiring managers to be able to **easily apply more rigor, accuracy, and meaning** to their interviewing so that they can make conscious superior performance hiring decisions.

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# What This Book Can Do for You

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## Figuring Out Who's a Superior Performer and Who's Not

This book will show you EXACTLY how to get the right people on your bus. Since there is always some risk when bringing someone new into any organization, the strategies I share with you will greatly help you reduce that risk. This book will increase your ability to accurately and confidently assess who's a superior performer and who's not and will help you reduce turnover and increase productivity.

Every tip and best practice will help you avoid the top thirteen interview mistakes that most interviewers make. In this book you will practice each of the eight Superior Performance Hiring Process steps and use powerful hiring tools like the Performance Dashboard, the Superior Performance Hiring Worksheet, the FEEDBY Interview Team Strategy Meeting Plan, the Evaluation and Feedback Role Play Form, the Conducting Revealing References Script, and more.

## What Outcomes Can You Expect?

You will learn about the top mistakes most interviewers make and discover how to use specific solutions and tools for each. After reading this book, you will be able to

- conduct more productive, thoughtful, discerning and probing interviews
- ask the best interview questions for determining superior performance
- look for and use the best interview questions for determining which candidates will be superior performers
- gain more performance-specific information about each candidate, which will help you make confident and decisive hiring decisions
- determine if your sales candidates have the one trait found in all top sales performers
- develop and create a template for hiring that outlines the specific behaviors, motivators, attitude, ability, competence, and

background/experience needed for superior performance in the job

- conduct revealing reference checks
- guide your interview team to be more effective during the interview and hiring process
- help your new hires gain confidence and get up to speed more quickly.

*“The main point . . . [is to] first get the right people on the bus, the wrong people off the bus, and the right people in the right seats.*

*The second key point is the degree of sheer rigor needed in people decisions in order to take a good company from good to great. People are not your most important asset. The RIGHT people are.*  
—Jim Collins, *Good to Great*

## Too Busy? One Percent of Your Day for 70 Days Makes You Twice Improved

If you are juggling a full schedule but you are committed to improving your hiring and interviewing expertise and process this program is for you!

Each step in the *How to Hire Superior Performers* Process is laid out in a “Tip a Day” format to help you improve in this area without having to invest days or weeks of time all at once. Sign up for the email tips, spend just 1 percent of your day (*less than 15 minutes a day*) reading the best practice, strategy, or tip and doing some of the exercises, and in 70 days,

your understanding and expertise will be twice improved.

My entire Daily Tips Program<sup>2</sup> is based upon the *1 Percent Exponential Growth Principle*, which is: if you take small action steps every day, you will create exponential (not linear) growth. You can strengthen ANY area of your life, rapidly, by focusing on that area for less than 15 minutes a day (1 percent). Moreover, in 70 days, you’ll be twice as good. Isn’t that great?

## How to Get the Most Out of This Book

### Weekly Mantra and Focus Area

Every week I provide a new hiring and interviewing Focus and Mantra Statement, which outlines the theme of the week.

Each mantra is a truism that you can use as a positive reminder or affirmation about that topic throughout the week.

### How the Email Tips Work

If you decide to get the optional and free email tips<sup>3</sup> (your password ) to assist in your learning and applying this information, your first email will arrive the first Monday after you sign up. You will continue to receive one Tip every weekday.

2. See [www.tinyurl.com/pntv7w9](http://www.tinyurl.com/pntv7w9).

3. To receive your email tips, go to the following URL and type in the password  [www.tinyurl.com/email-tips-signup](http://www.tinyurl.com/email-tips-signup).

# Exponential Growth Principle

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## The Compound Effect and Exponential Growth Principle “Magic”

Now, let’s look at the magic of the compound effect and the exponential growth principle. Creating new habits and learning a new skill set may be easier than you think!

That’s because of the simple and often overlooked Exponential Growth Principle of the effect of compounding.

I’ll further explain this important concept by first asking you to pick between option 1 and option 2:

**Option 1** – You get \$3 million in cash this very instant

**Option 2** – You get a single penny that doubles in value every day for 31 days

**Well, what did you pick?**

If you chose option 2 (the penny), you’re going to be very pleased with yourself. That’s because

on Day 31 you’ll have \$10,737,418.24!<sup>4</sup> That’s over three times more than Option 1, the \$3 million in cash!

The magic of compounding is impressive, isn’t it? Have you ever thought about how this same compounding magic can help you strengthen your interviewing expertise and hiring processes? How can it help make sure that you always hire superior performers?

*“The Compound Effect is the principle of reaping huge rewards from a series of small, smart choices.”*  
– Darren Hardy

## Jerry Seinfeld Uses Compound Magic

Comedian Jerry Seinfeld used compound magic to improve his comedy skills and to become famous.

When he was a young comic, he knew he needed to create better jokes, and that the best way

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4. See how the compounding penny amount was reached in the book *The Compound Effect*.

to create better jokes was to write every day. Seinfeld used a calendar system to stay focused on daily writing, even when he didn't feel like writing.

He'd hang a wall-sized, full-year calendar in a prominent place. Then, with a big red magic marker, he'd put a **big red X** for each day he wrote.

Seinfeld explained the power of his calendar system, "After a few days you'll have a red chain as you move from day to day. Just keep at it and the chain will grow longer. You'll start to like seeing that chain, especially when you get a few weeks under your belt. Then your only job is not to break the chain. *Don't break the Chain!*"<sup>5</sup>

5. This story is from the Life Hacker.

*"Life rewards effort, exponentially. No matter how small the effort, nor how daunting the odds. That's a lot!"*

– **The Universe**

## The Bottom Line

If you want to improve your habits, all you need to do is a 'little something' every day.

Brain science also backs up the idea that the best way to create permanent and solid improvement is with increased mental focus. I had to remind myself of this recently when I was trying to learn Pilates and struggling.

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# How to Improve In Anything

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It was springtime in Atlanta. Flowers were blooming and the air felt fresh. I had my hair tucked up under my baseball cap because I had the top down in my car. I was enjoying the fresh air and was excited about my very first Pilates lesson at a studio near my house.

I decided to try Pilates after listening to a podcast about the science of Yoga and Pilates.

True to my DISC Communication Style (I am a high Dominance and high Influence and these Styles tend to embrace change, to make bold moves and think we're ready for anything!), I felt confident that I would be good at Pilates.

After all, I've worked out in some form or fashion for 25 years. I taught aerobics in college and I've read hundreds of books on fitness and nutrition.

I felt sure that I would be good at Pilates, and that I would like it.

## “Not So Good—Maybe I Don't Want to Do This”

Well, that could be a negative.

I found out very quickly from my Pilates instructor, Michelle, a former professional dancer who is a very graceful and flexible person, that Pilates excellence is **completely different** from the kind of fitness I was good at. In that first lesson, I felt like a fitness newbie. It was as though I had never lifted a weight or taken a tough fitness boot camp class in my life!

Pilates was very different. The subtle exercises, the breathing, the focus on body alignment and form, the unusual equipment and the varied movements felt awkward. My instructor (*who is a very good teacher*) would demonstrate an exercise that looked easy and doable.

She looked so graceful. However, when it was my turn, my attempts at the same movements looked and felt goofy and stiff. While I liked the idea of learning something new, I hated feeling

so unsure and looking so klutzy. After that first lesson, I thought about not going back.

Why would I choose to put myself through this awkwardness?

## Brain Science Matters

Then, I thought about all that I know about brain science and learning new skills.

As a professional facilitator, I know that the best way to learn a new skill, in the classroom or on the job, is to work with how the brain learns.

*New York Times*' best-selling book *Brain Rules: 12 Principles for Surviving and Thriving at Work, Home, and School* reveals that, "Learning occurs best when the information is incorporated gradually into the memory store, than when it is jammed in all at once."

I know that ongoing practice, regular focus and incremental improvement, over time is the best and most effective way to learn a new skill. In fact, my Wake Up Eager Daily Step books<sup>6</sup> are all based upon the idea that taking small action steps, every day, leads to exponential and linear—growth and improvement.

*"Learning occurs best when information is incorporated gradually into the memory store than when it is jammed in all at once."*

—Brain Rules

## It's Time to Get Over My Ego and Insecurity Around How I Look

My first attempts at Pilates felt difficult because it was a very different way of moving—my brain

and therefore my body had not been trained in this way. If I wanted to get the benefits of Pilates, I needed to get over my ego and my insecurity and just focus on improving a little bit every day. Just like any other skill I've learned, I needed to practice until the new Pilates movements have become ingrained in my brain and began to feel natural to me. I didn't have to run away because I felt unsure and insecure; I just needed to lean into the learning.

## Lean into the Learning

After that first embarrassing-to-me lesson, I went back to my graceful Pilates instructor, Michelle, and I kept at it.

To make sure I stuck with it, I signed up for workouts twelve weeks in advance.

Now, months later, there are still a few awkward and klutzy moments here and there, but sometimes I feel and look a little graceful! **I feel stronger in my core, my posture is improving (I feel taller, really!) and I've gotten very comfortable with some of the crazy machines and tools we use.**

*What about you? Can you remind yourself—as you begin using the new interview tools and hiring processes I will be sharing with you here—that even if you feel awkward you will stick with it for the benefits of hiring superior performers?*

Just remember: we all have moments of awkwardness, frustration and insecurity when we're learning a new skill or changing a habit. When you're feeling those feelings, don't quit! Just re-

6. See [www.tinyurl.com/ob3bstz](http://www.tinyurl.com/ob3bstz).

mind yourself that you have to work with how your brain learns and lean into the learning.

Now let's look at reasons why learning how to hire superior performers is one of the five Wake Up Eager Habits.

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# What “Evaluate Job Fit” Is and Why It Matters

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In my work, I have used scientific research, professional development expertise, my own personal experience and Universal Spiritual Law to highlight Five Personal and Professional Habits (EAGER) that lead to a Wake Up Eager life. They are the following:

- Enter the zone.
- Activate your greatness.
- Grow trust
- Evaluate job fit: The material in this book is devoted to helping you master this Wake Up Eager Habit. This skill helps you put the right people in the right seats.
- Recalibrate daily.<sup>7</sup>

## Evaluate Job Fit—Matching in Four Areas

To evaluate job fit is to use a repeatable and reliable process for determining exactly what the job needs for success and superior performance and then matching the job needs to candidate strengths.

<sup>7</sup> Get more information about these habits here: [www.70-hire-right-tips.com](http://www.70-hire-right-tips.com) under “Resource Articles.”

Workers who don't have the opportunity to use and express their natural strengths, who are not a match or a fit to the job, are usually not going to give their very best at work. Over \$250 billion a year is lost in productivity by workers who are not committed to their work.

When it comes to strong and consistent work motivation, whether you are hiring, promoting or looking for a new position for yourself, a solid résumé and the typical interview are **just part of the story** but are not **nearly enough** to know whether work motivation and performance will be consistent and strong.

Résumés, experience, background and the typical interview done by most interviewers (one that does not focus on evaluating job fit) do not reveal important information:

- Whether the job rewards what **intrinsically motivates** the person. If this area

is not a match, motivation will wane quickly.

- Whether the **communication style** needed for success in the job is the natural communication style of the person. If this area is not a match, there will be interpersonal tension in the job.
- Whether the **attitude, ability and competence** needed for success in the job actually matches the talents and capacity of the candidate. If this area is not a match, you'll get low performance, low capability and a lot of headache as you try to manage this person.

Mastering the evaluate job fit habit means that you know how to look for match between the job and the candidate in four areas:

1. Background and experience
2. Communication style
3. Motivators
4. Attitude, ability, and competence

## Evaluating Job Fit Will Help You

As you master this habit, you will

- lower the risks of making a wrong hire or promotion,
- improve job performance and satisfaction,
- reveal your own and others' specific strengths and development opportunities,
- reduce unwanted turnover.

*"I am convinced that nothing is more important than hiring and developing people. At the end of the day you bet on people, not on strategies."*

– Larry Bossidy

Let's get started on our journey of mastering the evaluate job fit habit together with your first tip. Also, remember, you can receive these tips once a day via email.<sup>8</sup>

<sup>8</sup> See [www.tinyurl.com/email-tips-signup](http://www.tinyurl.com/email-tips-signup). Your password is

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# Week 1: Hiring Practices, Tips 1-5

**This week's focus:** The cost of turnover

**This week's mantra<sup>3</sup>:** "An effective hiring and interview process is one of my top priorities."

## Week 1: Hiring Practices and Interviewing Tip 1

Let's begin with our first How to Hire Superior Performers Tip.

Don't forget that you can sign up to receive a free email tip Monday through Friday. Receiving these best practices, strategies, and tips daily, in your inbox, will help you

- stay consistent in your reading,
- ingrain the skills into your daily work life,
- ensure that at the end of the 70 days of tips, that your hiring and interviewing abilities are truly improved.

Every week I provide a new mantra, which is the theme for each week of tips. A *mantra* is a truth that you can, if you choose, use as a positive reminder or affirmation throughout the week to help keep your focus on building skills in this area.

10. See [www.tinyurl.com/email-tips-signup](http://www.tinyurl.com/email-tips-signup). Your password is

Did you know?

- over \$250 billion a year is lost in productivity by workers who are not committed or engaged in their work?
- the cost to replace an employee who voluntarily quits a company is **one-and-a-half times** that employee's salary? (Deloitte and Touche)
- the cost to replace a high impact employee, like a sales person or top leader after you determine you've made a hiring mistake and need to hire a replacement is **eight times** that employees' salary? (*Topgrading: How Leading Companies Win By Hiring, Coaching and Keeping the Best People.*)

Think about the number of people you've lost due to turnover last year. In tip 2 I'll give you a formula for calculating exactly what turnover has cost you over the last year.

## Week 1: Hiring Practices and Interviewing Tip 2

This week’s mantra: “An effective hiring and interview process is one of my top priorities.”

In tip 1 I shared statistics around the costs related to poor hiring decisions. Notable research tells us that the **cost of turnover, per position, is one-and-a-half to eight times an employee’s salary.**

Here’s an example of the costs of turnover on a 25 person team. For this example, I’ll use the lowest turnover multiplier of one-and-a-half times the average salary.

- Number of Employees: 25 Employees
- Estimate of the Average Salary: \$50,000
- **Annual Turnover:** 4 people left, or were let go, last year
- **Multiplier x Turnover:** 4 people x \$50,000 (1.5 multiplier x \$50,000 average salary)
- **Annual Cost of Turnover:** \$300,000

Now It’s Your Turn. Take five minutes right now to determine what turnover is costing you on an annual basis. All you have to do is fill-in the blanks:

- Number of employees: \_\_\_\_\_ employees
- Estimate of the average salary: \$ \_\_\_\_\_
- Turnover: \_\_\_\_\_ people left or were let go last year

- **Multiplier x Turnover:** \_\_\_\_\_ people x \$ \_\_\_\_\_ (1.5 multiplier x \$ \_\_\_\_\_ average salary) \_\_\_\_\_
- Annual cost of turnover on your team: \$ \_\_\_\_\_

Unwanted turnover is costly, isn’t it? In tip 3 we’ll look at where the cost of turnover come from, it might surprise you.

## Week 1: Hiring Practices and Interviewing Tip 3

This week’s mantra: “An effective hiring and interview process is one of my top priorities.”

The cost to replace employees is high—anywhere from **one-and-a-half to eight times** that employee’s salary. Are you questioning that turnover is that costly? Do the multipliers seem too high per person?

Take a minute now and think about what happens when you let someone go or if someone decides to leave voluntarily. When you start counting, in your cost of turnover, **loss of productivity** then the multipliers begin to make more sense.

### Losses You Incur When You Have Turnover

- The productivity of the departing team member usually declines dramatically before s/he leaves.
- Your daily productivity takes a hit as you try to manage, motivate and lead low per-



forming employees to higher performance and as you manage the firing process.

- Once the person is gone, the open position is not productive, and you incur the loss of productivity during the time the position is vacant.
- The entire team's productivity takes a hit as everyone works to fill in the gaps.
- If the position involved customer interaction and relationships, you can end up losing customers and/or sales.
- Once you hire someone new, there is always a learning curve, and you incur productivity losses until the new person gets up to speed.
- In addition to the productivity and customer costs, you will now have re-hiring costs related to filling the position such as placing advertisements, recruiting, using hiring assessments, running background checks and more.
- Here is another subtle but potentially devastating loss: the cost to your career and future advancement. When you have high turnover and losses of productivity, your ability to manage and lead well could come into question.

When you take into account all of the productivity losses, re-hiring costs and potential career damage, it's easier to see why hiring experts and statisticians estimate that turnover costs are **one and a half to eight times an employee's salary**.

The costs of hiring the wrong people who will either not perform well leave quickly are stag-

gering! Can you begin to see why ineffective interviewing and hiring is one of the *silent killers* of corporate profitability?

## Week 1: Hiring Practices and Interviewing Tip 4

**This week's mantra:** "An effective hiring and interview process is one of my top priorities."

In tips 1–3, I've reminded you that unwanted turnover and bad hires negatively impacts your bottom line. Making the wrong hires and incurring unwanted turnover is costly.

Now you may be asking, "So, what's the secret for avoiding the cost and expense related to bad hires? How do you make the right hires all the time?"

Well, you are taking the first step for getting the right hires all the time, right now through this book and by reading the corresponding daily tips by email. Congratulations! You are doing something many good leaders mean to do but do not.

### What Is the Secret?

Leaders always ask and want to know what the secret is for hiring superior performers. They often ask in frustration, "How do I keep these people motivated? Can you come do a workshop or something and get them revved up?"

I love conducting workshops<sup>11</sup> and providing consulting<sup>12</sup> services for opinion surveys. Building skills and getting feedback are two powerful motivational tools for teams and organizations.

11. For workshops, see [www.tinyurl.com/m8upa6n](http://www.tinyurl.com/m8upa6n).

12. For consulting services, see [www.tinyurl.com/nn4n883](http://www.tinyurl.com/nn4n883).

However, no amount of skill building and dialogue can overcome the lack of motivation and low performance you get from an employee who is not in the right job. That’s why your focus on improving your hiring and interviewing processes and skills is so important. If you want motivation and high productivity for the long term, you have to begin by putting the right people in the right roles.

### Begin in the Beginning

I believe ancient philosophers were sharing insights into the secret to superior performance when they admonished man to pay attention to **the beginning**.

Euripides reminded us that “a bad beginning makes a bad ending.” Plato shared, “The beginning is the most important part of the work.” While I’m not exactly sure what Euripides and Plato were *actually* talking about when they shared their wisdom about beginnings, but they *could* have been referencing the power of hiring the right people.

That’s because one of biggest secrets to high performance and work productivity is to start out right by hiring the right person. If you begin with the wrong person, productivity and motivation will *continually* be a problem.

### The Secret Video in My Car

In a four-minute video, I share the Superior Performance Secret: Simple, Not Easy, and Get the Mind.

In it, I talk about the importance of consistently monitoring and improving your hiring process. I also **introduce the concept of a Performance Dashboard**—an important tool that helps you hire people who are a **great fit and match** to the job.

I will show you exactly how to create a Performance Dashboard for your position here in future daily tips.<sup>13</sup>

## Week 1: Hiring Practices and Interviewing Tip 5

This week’s motto: “An effective hiring and interview process is one of my top priorities.”

### My Sales Job on You

Have you noticed that I’ve been doing a “sales job” of you around the importance of paying attention to the hiring process during this first week of these tips? That’s because having a solid hiring process and strong interview skills is *extremely* important to business success and prosperity. But it’s something that often gets lost in the shuffle of a busy day with pressing demands and priorities.

Getting your hiring and interview process in place and continually strong helps you put the right people in the right seats. And, when you have the right people working for you, then you’ll have

- *less* people-problem chaos to deal with on a daily basis,

13. To watch this video, see [www.tinyurl.com/lx2enck](http://www.tinyurl.com/lx2enck).



- *more* time to focus upon and build *more* success, *more* ease, *more* innovation and *more* growth.

### Like a Bad Dating Relationship

Think back to an earlier time in your life—for example, in your teens and twenties. Think of someone you knew who was in a long-term dating relationship and that had turned sour. Maybe it was your best friend, or it could have even been you.

Somehow, this dating relationship had taken a negative turn. While each person in the relationship had many individual admirable attributes, as a couple they were a disaster. Their once fun dating relationship turned into daily arguments, tension, lying to each other and blame. They seemed to fight and argue over everything. As a couple they were defensive and seemed to be tired of each other, though they kept going out together. The tension in the relationship distracted each person from placing positive focus on other important areas of their lives, such as their career, work, family, hobbies and friends.

Mismatched personal relationships can feel a lot like employees who are not a good match for their job. Bad hires can be as exhausting to business busting as a bad dating relationship is to your personal life. It wears you out and hurts your business. Working together, when mismatched, can feel like an ongoing battle.

When you have the right people on the right jobs, your work life is so much better. You get to spend *more* of your time growing the business, and less of your time trying to manage, motivate and push the bad-match-and-bad-fit employees to perform. As a result, you have more energy and more business success. When your entire team includes superior performers your daily workday and overall life is positively affected.

In tips 5–10, we will look at the three mistakes most interviewers make, you'll take a complimentary interview mistakes online quiz and we'll start reviewing solutions for each of the top mistakes.

PREVIEW

# Week 2: Hiring Practices, Tips 6-10

**This week's focus:** The biggest hiring and interviewing mistakes

**This week's mantra:** "Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes."

## Week 2: Hiring Practices and Interviewing Tip 6

**This week's mantra:** "Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes."

In tips 1–5 we reviewed how your interviewing and hiring expertise impacts the bottom line — that if you want a high performing team, ongoing career success and enjoyment of your work everyday, you've got to not only know how to interview but how to **master the ability to evaluate job fit**, which is one of the Five Wake Up Eager Habits for Professionals.<sup>14</sup>

Evaluating job fit is

- the focus of matching each job to the right person

14. For more information on these habits, see [www.ob3bstz.com](http://www.ob3bstz.com).

- a learnable, repeatable process in which you define what each job needs and then successfully determine how well each candidate matches what the job needs, an important habit and skill to master because it will help you **lower risk** when hiring and promoting, **improve** job performance and satisfaction, **reveal** specific strengths and development opportunities, and **reduce** unwanted turnover,
- looking for employee-to-job match in four areas: 1) background and experience, 2) communication style, 3) motivators, and 4) acumen and attitude, ability and competence skills.

### Think About . . .

Think about your most recent interviews and hires. Were you focused on matching the person to the job? How well did you evaluate job fit? Are you making some of the top interview

mistakes? In tip 7 I'll share the top three mistakes interviewers make.

## Week 2: Hiring Practices and Interviewing Tip 7

**This week's mantra:** "Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes."

In a video article, I share the Three Biggest Interview Mistakes Leaders Make. Take a moment now to review it.<sup>15</sup>

Do you make these mistakes? Not making each of these three mistakes will make a positive difference in your interviewing and hiring expertise right away. In tip 8, I will review with you each of the three mistakes in more detail and provide solutions.

## Week 2: Hiring Practices and Interviewing Tip 8

**This week's mantra:** "Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes."

In tip 7, you watched a short video of the three biggest interview mistakes interviewers make which are easily remembered with the acronym AAA:

- Assumptions and bias
- A limited focus on background and experience

15. To watch this four-minute video, go to [www.70-hire-right-tips.com](http://www.70-hire-right-tips.com) under "Videos."

- All talk, no listen

Do you do any of these? If so, here are three easy solutions:

### Assumptions and Bias

Bias is often unconscious; we don't even know we have a bias. It leads away from something. Your bias for or against certain degree programs, personality styles, job titles or someone's past experience is particularly harmful when interviewing. Your unconscious bias could cause you to make decisions about candidates based upon false insight.

For more information about unconscious bias, how it has played out in presidential politics and for six important hiring statistics read my blog article: [Conducting Successful Job Interviews Means Avoiding Unconscious Influence - Here's How.](#)<sup>16</sup>

To avoid interview mistake 1, assumptions and bias increase your awareness around the problem of bias in interviews and pay attention to your biases when meeting candidates and use competency, behavioral-based interview questions that relate to what's most important to the job's success.

Here's an example of a competency, behavioral-based interview question for **focused on results**, which is a competency required in almost all leadership and sales professional positions:

- "Give me an example of one thing in your life that you have worked on for what you

16. See [www.70-hire-right-tips.com](http://www.70-hire-right-tips.com) under "Resource Articles."

consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long did you work it?”

As you move forward in this book, you will learn how to create competency, behavioral-based interview questions. In addition, I will show you how to use **other tools** that remove bias, such as:

- The Performance Dashboard
- The Superior Performance Hiring Worksheet
- The Evaluation and Feedback Roll-Up Form.

### Amplified Focus on Background and Experience

When you focus all of your attention on a candidate’s background and on their résumé, you miss an opportunity to figure out how well this person follows directions or whether he or she can work well with others.

Oftentimes when you hire for background, you end up firing for attitude. In one study of 100,000 people who were fired within 18 months of being hired, hiring managers revealed that 90 percent of them were fired because of intangible skills: they were **unable to manage their emotions, they could not accept feedback, they were not motivated; they did not fit the job or company culture.** Notice that the lack of experience and background is *not* one of the reasons for firing 90 percent of the time!

To avoid mistake 2, **amplified focus on background and experience**, begin acknowledging

how important intangible skills like attitude, ability and competence is to success on the job. Begin valuing and focusing on ‘intangibles’ like Time-Management, Personal Accountability, Initiative and Being a Team Player, as much as background and experience.

As you progress through this book, you will learn how to determine which intangibles are most important to the job you are filling and how to figure out if the candidate has them or not.

### All Talk, No Listen

Recall a recent interview you had with a candidate. Think back about how much you talked, as compared to the percentage of time the candidate talked. Did the candidate get 75 to 80 percent of the interview air time? If not, it is time to change the equation.

This is a big shift for many interviewers because they are competent, excited about the company, experts in their field and great company ambassadors.

People who are selected to interview candidates have a lot of good information to share and are good role models.

It’s natural to invite a “guest into your home” and to want to **share everything** you know—especially if on the surface the candidate looks really good.

While you do want to be friendly and act as a gracious host to all candidates, you must always keep your bottom line in mind.

**Your bottom line** is to hire a person who is a great fit for the job, and to find someone who



will be a superior performer. The only way you can do that is to **let your “guest” talk**. You have to give the candidate the opportunity to talk, to share and to reveal more about him or herself.

**To Avoid Mistake 3: All Talk, No Listen** is to talk less. That is a simple solution to recommend, but not always easy to implement. But you must ensure that the candidate talk 75–80 percent of the time. Print out the “talk less, listen more” sign,<sup>17</sup> and place it on your desk and in your interview folder to help you remember to change the talk:listen ratio in all your interviews.

In tip 9, you will get to see how your interview skills measure up with a short online quiz.

## Week 2: Hiring Practices and Interviewing Tip 9

**This week’s mantra:** “Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes.”

We’ve gotten a good start by looking at the top three interview mistakes and by providing some solutions to each of the three mistakes so you can begin to make improvements right away.

Over the past 25 years I’ve hired and interviewed hundreds of people. I’ve also helped everyone, from college students to executives, get ready for interviews. I currently train leaders how to hire right through my workshops and as a Certified Assessment Professional. I’ve completed over 400 clients candidate and job fit assessments.

17. Print out the sign here: [www.tinyurl.com/oqc7yt9](http://www.tinyurl.com/oqc7yt9).

Over all of that time and exposure to many different hiring and interviewing practices I’ve found that there are more than the three top interview mistakes. Building upon AAA (as covered in tip 8) I’ve compiled a list of the **top thirteen most costly interview mistakes** I have developed an online quiz for you.

Take five minutes now to complete this online quiz: [Top Thirteen Hiring Manager Mistakes Quiz](#).<sup>18</sup> You’ll get your results immediately. No one else will be monitoring your results, so be brutally honest when answering.

## Week 2: Hiring Practices and Interviewing Tip 10

**This week’s mantra:** “Knowing how to hire the right candidates is one of my most important work priorities. I do not make the top hiring and interviewing mistakes.”

Did you take the Top Thirteen Hiring Manager Mistakes Quiz in tip 9? How did you do? Make note of any areas that you rated: “Opps! That’s Me” or “Sometimes I Do That.” Review your results and be sure to pay extra attention when we work on a solution to match one of your mistakes.

## Top Thirteen Hiring Manager Mistakes Quiz

### Focus Area 1: Planning

- Mistake 1: Being unclear about the performance expectations in the position.

18. Complete the quiz here: [www.tinyurl.com/ph2jfxe](http://www.tinyurl.com/ph2jfxe).