



Effective Hiring – The Challenge:

I need to hire a new member of my team. How do I make sure to make the best hire?

Recent studies indicate the cost of a poor hire is as much as one to five times their annual salary. To make the best hire it takes more than just interviewing. Great hiring requires a selection process. Try these tips as adapted from “Interviewing and Selecting High Performers”, by Richard Beatty.

Step 1: A great hire begins with defining your ideal candidate. To design the candidate profile, look at three different areas; 1. The work, 2. The strategic direction, and 3. The culture.

Step 2: To identify the skills necessary to successfully complete the required outcomes, first look at the position's functional responsibilities. These are the outcomes that a person is required to deliver.

Step 3: Next, think through the common barriers or challenges an individual faces in trying to achieve these outcomes.

Step 4: Finally, identify the skills required to deliver the work and overcome the barriers or challenges. These are what you will design your interviewing questions to discover in the interview.

Step 5: When you are making a hire, they must have skills that are not only sufficient for achieving today's objectives, but also those that can support the strategic direction of the company. You don't want to outgrow your new hire in 6 months.

Step 6: Think through the strategic direction of the company, your department, your team, and the role this individual will play.

Step 7: What challenges or barriers do you anticipate will arise as you begin to implement your strategic direction?

Step 8: Identify the skills necessary to drive through those barriers. These are the skills you will explore in the interview.

Step 9: A great hire must not only be technically strong, but must also thrive in your company and team culture. Weigh your candidate's fit with your culture as heavily as you do their technical expertise and ability to support the strategy.

Step 10: Design questions that collect evidence of the candidate's ability to perform the required skills.

Step 11: Make certain you listen 90% of the time and talk 10% of the time. Don't tell the candidate the kind of person you are looking for. Ask questions to identify if they are that ideal hire.



Hiring Tip:

We want to select, not hire new candidates. Take the time to identify your ideal candidate, ask behavior based questions to elicit evidence that the person has the desired abilities, select your new hire based on their match with your ideal profile and you will make an outstanding hire.