

THE MONTEREY BAY AQUARIUM

An Experience In Another Dimension

By Camille Bounds
Travel Editor

Come and walk on the ocean floor and experience a colorful, spiritual adventure that is also dramatic, romantic, mysterious, and fun. This is what the Monterey Bay Aquarium offers in all its glory. Here is a place to savor and enjoy over and over again.

A dream come true

In 1977, Julie Packard - with her background and education in botany and marine biology - and four marine biologists from the Hopkins Marine Station had a dream of converting an old cannery in Monterey into a world class aquarium. With a generous gift of \$50 million from her parents, David

very qualified executive director.

Get your hands wet

Hug a starfish, cuddle a seacucumber, pet a bat ray, tickle a decorator crab, giggle at the whimsy of the charm of the Puckish sea otters, come within inches of the smile of a giant shark, watch an octopus do its magic act and just about disappear before your eyes. Become hushed with wonder as you watch the Purple Striped Jellies, a translucent wisp of life so beautiful and delicate that it takes your breath away, do their delightful undulating ever continuous drifting dance that seems a performance just for

and the wharf. At times these glorious creatures, huge and tiny, come up close on an eye-to-eye level. The only thing separating them from you are large acrylic windows, and it seems a sense of spiritual communica-

their pelts and their population diminished. Since the hunting otters has been banned, they are slowly increasing in number. They are a joy to watch as they give their lesson in precious good humor and fun. Simply,



MANAGEMENT

**“NOW HIRING,” No Experience Necessary
5 Ways to Hire Employees Who Will Stay Longer, Complain Less,
and Produce More**

by Monica Wofford

“Yes ma’am. I have a great deal of experience using Microsoft Excel. In fact, I created my resume using that program.”

The interview was going well. She had the look, spoke well, and Bill thought she would get along with the other team members. He missed the part about Excel and hired her anyway. Her resume sure showed even more experience in his industry than he really thought she needed. Six months later with hours of training, coaching that went on for days and a ream of documentation, he was letting her go.

Bill, like many managers, had conducted interviews for years and after an all day session of “back to backs,” he had missed a few key points of this employee’s interview. She had the background, had the way with words that so many do in an interview, but did she have the right attitude? She came up with an answer to all of his questions, but how would she perform and how could he possibly know. Simple. Well, sort of. All interview candidates seem to go to “interview school.” They have the answers to “What are your weaknesses?” and “Why did you leave your previous job?” down pat. You have to look deeper, and these techniques will help.

Hire for Attitude Instead of Skill

Paul owned a PR company and had been in the business for 20 years. He could teach almost anyone how to call a radio station. What he had also learned

is that when hiring PR reps from other agencies, he had to spend hours un-training all their old habits. If you are hiring a salesperson, hire a go-getter with a love of people and a high self-esteem, not necessarily someone who has sold for years. You can teach skills, you cannot teach someone to overcome rejection and surly customers, nearly as easily. It is the attitude that will outlast problems and the attitude that will readily learn new skills.

Assign a Task in the Interview

Put your candidate on the spot. Avoid the same old questions; ask them to do the job, right then, right there. If your vacancy is an IT support person, role-play a difficult end user calling with a seemingly impossible problem that must be fixed yesterday. See what they say. If you are hiring for sales, have them sell you your own product. See how many questions they ask about it before just jumping into the six step sales process.

Pay Attention to the Past... Differently

Your candidate has had 10 years working with our competitor. She has won every award for this type of position possible. So, how much do you think she will question your direction when you say to do something different than what she has been rewarded for? How quickly do you think she will be loyal to the very compa-

ny she has competed against for years? Perhaps that candidate who has worked in a completely different industry but can demonstrate to you the right attitude toward hard work, learning, and customers would actually take less training.

Try Story Time

Asking closed questions in an interview, limits creativity and gives candidates a 50/50 chance of getting the right answer. Do you only want a 50/50 chance that they'll stay and be productive? Try asking him or her to tell you a story. "Tell me about a time when you and coworkers completed a project and received recognition." Then listen to the story for hints on how they prefer praise, get along with others, share credit with coworkers, or bad mouth their boss. Also, "listen" to their body language and for creative storytelling. Much is revealed when a person tells you a story and almost always, the story will be true as most can't make up that kind of detail on the fly.

Ask for Passion

This one must be done delicately. After you have asked your standard questions and tested for skills that you need, find out the passion of the person you are about to entrust with this job. Whether you provide them with a profile or merely ask the question, the results are immediately revealing. For example, Melissa was hiring a salesperson. She thought she had found some-

one. All the questions had been answered with ease. The candidate's background suggested she had the attitude and making of a great salesperson. Yet, when Melissa casually said, "What is it that absolutely lights your fire? What is it that you absolutely LOVE to do?" The candidate looked her straight in the eye and said "I absolutely love to type. I love to see if I can beat my own typing speed record and enter more information than anyone else can." Now this candidate doesn't do sales with Melissa, but she is one of the best administrative data clerks she has ever seen and both Melissa and the candidate are extremely happy. Many don't know who they really are, but most do know what they like to do. Make sure it is what you are hiring for.

Hiring is tricky and getting the right person in the right job can be a downright complicated gamble. We make matters worse by using the same old formula that even the candidates know and by looking at experience that may or may not matter. Try to keep in mind that finding the right person for the job is far more important than finding a person to fill the job. Want more work, keep filling jobs with those who think they know it all and tell you what you want to hear, but know little of themselves. Want more productivity and a long-term team; spend more time learning about the person rather than reading their resume.

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