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Now Hiring, NO Experience Required

Five Ways to Hire Employees Who Will Stay Longer, Complain Less and Produce More

How do you select the best candidate among several job applicants, especially if all appear to have good related experience, work history and appearance? Veteran trainer, speaker and author Monica Wofford shares insight into other considerations that could help make hiring your next employee a given success.

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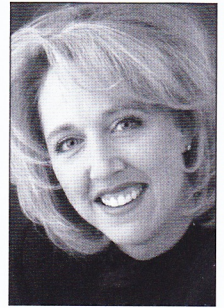
"Yes, I have a great deal of experience using Microsoft Excel. In fact, I created my resume using that program." The interview was going well. She had the look, spoke well and Bill thought she would get along with the other team members. He missed the part about Excel and hired her anyway. Her resume 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 candidate's interview comments. 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 good answers 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 following are some techniques that 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 sales person, 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.



Monica Wofford

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 your own product to you. Then, observe how many questions they ask about it before just jumping into the six-step sales process.

Pay Attention to the Past... Differently

The candidate has had 10 years working with your competitor. He has won every award for this type of position possible. So, how much do you think he will question your direction when you tell him to do something different than what he has been rewarded for? How quickly do you think he will become loyal to the very company he has competed against for years? Perhaps the candidate who has worked in a completely different industry but

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can demonstrate to you the right attitude toward hard work, learning and would actually require 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 such as, "Tell me about a time when you and co-worker 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 co-workers or bad mouth their boss. Also, "listen" to their body language and for creative story telling. 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 spontaneously.

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 him or her with a profile or merely ask the question, the results are immediately revealing. For example, Melissa was hiring a sales person. She thought she had found someone. All the questions had been answered with ease. The candidate's background sug-

gested she had the attitude and making of a great sales person. 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 new hire are extremely happy. Many people 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 down right complicated gamble. We make matters worse by using the same old formula that even the candidates know and by looking at experience that might or might not matter.

Try to keep in mind that finding the right person for the job is far more impor-

tant 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.

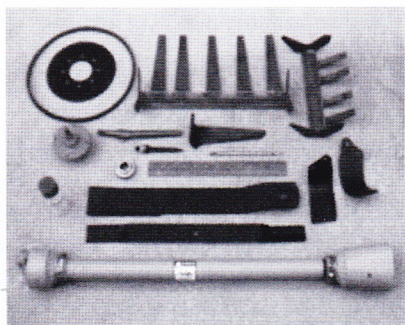


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