

# ***Suck in that Gut, a Systematic Approach to Hiring***

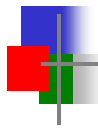
***Greg Churchman***



**Churchman Consulting Solutions, Inc**

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.

## ***AGENDA***

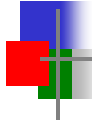


- **Poor Hiring Decisions**
- **Cost of Hire**
- **Four Key Stages**
- **Selection Tips**
- **Questions / Comments**



**Churchman Consulting Solutions, Inc**

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## ***Why Do We Make Poor Selections?***



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## ***Poor Selections***

- ✓ Don't identify what we want
- ✓ Don't ask what we need
- ✓ Pressure to hire
- ✓ Select by the gut
- ✓ Choose "the Least of the Worst"
- ✓ Choose people like us



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.

## Cost of Hire - Direct

- **Lost business / opportunity cost**
- **Interview**
  - Advertising
  - Phone screening
  - Interview team
  - Travel
  - Relocation
  - Sign-on bonus
  - Headhunter
- **Start-up – time to be productive**
- **Formal training**

## Cost of Hire - Direct

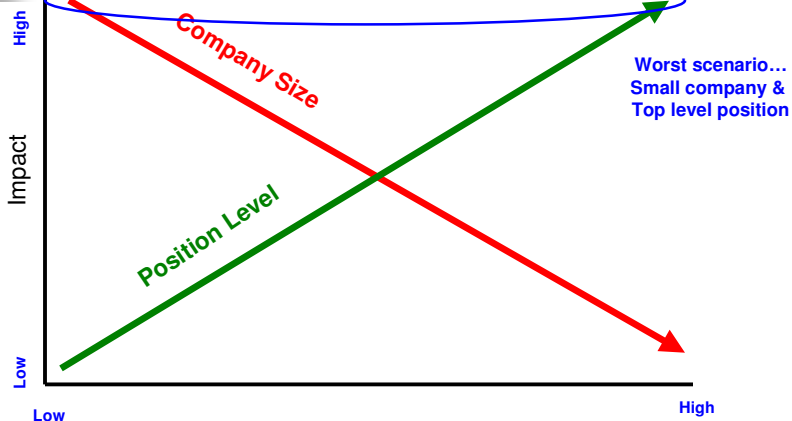
How much does it cost a company to replace an employee based on:  
recruitment, training, severance, lost productivity

Equal to employees' annual salary	15%
Two times annual salary	42%
Three times annual salary	26%
Four times annual salary	6%
Five times annual salary	11%

## Cost of Hire – Indirect

- Additional work by present employees
- Low morale
- Informal training or mentoring
- Department dynamics
- Product knowledge, skills, and contacts
- Customer satisfaction
- Degrees of customer dissatisfaction
- Change / Fear of the unknown

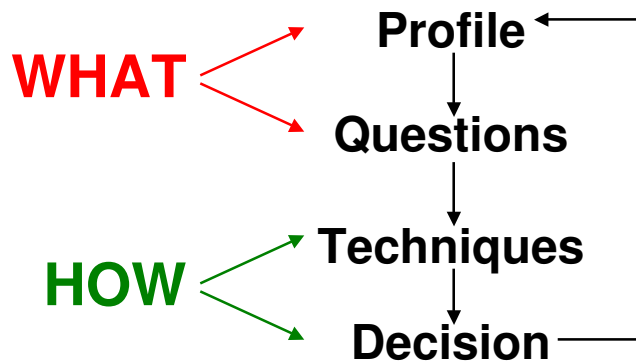
## Organizational Impact

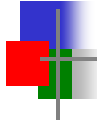


## Some Scary Stats

- 70% of the workforce in the United States is hourly (Bureau of Labor Statistics)
- 50% of all new hourly hired employees quit or are fired in the first 6 months on the job. (US Labor Department)
- The cost of training an entry-level employee in a minimum skill job is between 3 and 7 times their hourly wage, (equating to between 7.5 weeks to 17.5 weeks of trained work at proficiency to break even for a full time employee working 40 hours per week)
- Your lowest paid employees usually are the ones who have the greatest contact and impact on your customers
- 68% of customers say they quit doing business with a particular company because of an attitude of indifference from employees

## Four Key Stages



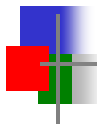


# *Profile*



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



# *Describe a Top Performer?*

*Does your description correlate  
to what is required?*



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## Profile

- **Competency Identification**
  - » Company values and strategy
  - » Top performer qualities
  - » Skills required, but lacking
  - » Skills to build upon
- **What Motivates Your Stars?**
  - » Internal ~ work activities  
*work environment, variety, autonomy, interaction*
  - » External ~ non-work activities  
*compensation, travel, commute, supervisory style*



## Profile (continued)

- **Why Competencies and Motivators?**
  - » Focuses recruiters
  - » A sales tool - explaining the job to the candidate
  - » Focuses Selection Team - reference tool in the selection process
  - » Performance Management



## Q & A

**Q. Why is it that organizations spend more time selecting the right \$5,000 copier than a \$50,000 employee?**

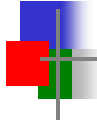
**A. Because they have a better set of specifications for the copier.**



## Profile (continued)

***Be clear and concise about***

- » **the person**
- » **the position**
  - **Duties**
  - **Responsibilities**
  - **Goals**

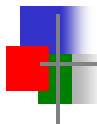


# *Questions*



*Churchman Consulting Solutions, Inc*

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## *What's Your Best Interview Question(s)?*

*Do these questions link to your profile?*

*Are these questions documented?*



*Churchman Consulting Solutions, Inc*

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## Questions

### Types

*Traditional*  
*Theoretical*  
*Leading*  
*Situational*  
*Competency-Based (Behavioral)*

**Don'ts** – Will, Can, Would, Could

**Do's** – Who, What, When, Where, How, Why



Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## The Top Ten Questions

- What are your weaknesses?*
- Why should we hire you?*
- Why do you want to work here?*
- What are your goals?*
- Why did you leave (are you leaving) your job?*
- When were you most satisfied in your job?*
- What can you do for us that other candidates can't?*
- What are three positive things your last boss would say about you?*
- What salary are you seeking?*
- If you were an animal, which one would you want to be?*



Copyright © 2008 Churchman Consulting Solutions. All rights reserved.

## Greg's Top Ten

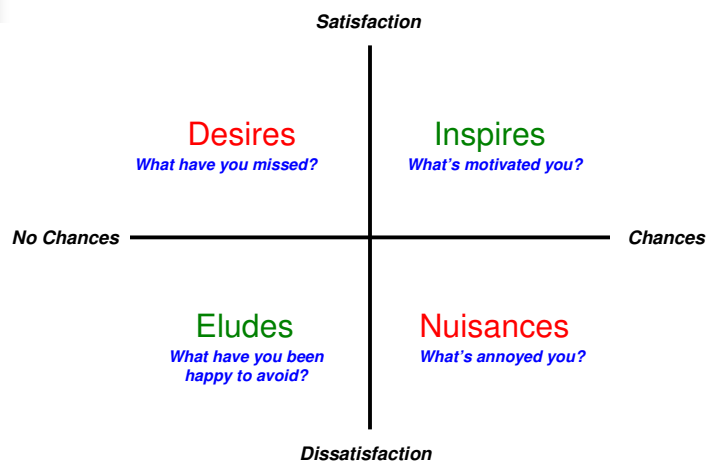
- Can you please describe your most significant accomplishment?
- Identify a time when you were really happy at work?
- What's it like working with (for) you?
- Tell me about a decision you made which you later regretted?
- What do you think is needed to perform at a high level for this position? Based on the qualifications you just stated, where are you hitting and missing the mark?
- Tell me about a leadership experience which did not go as you planned?
- How have you evaluated your success?
- Tell me a time when you have "missed the mark" in a position (or assignment). What was it and how did you handle it?
- Tell me anything that I have not asked today or that is not identified on your resume?
- What are you passionate about?



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.

## Chances vs. Satisfaction



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## Questions (continued)

### **“Character Counts for NFL Teams – Clubs Seeking Players Without Excess Baggage”**

*Denver Post 4/18/02*

- ✓ **The last time I was arrested was? Please explain.**
- ✓ **I wish I was more disciplined in...**
- ✓ **The three words that best describe me are...**
- ✓ **If I did not play football, I would...**
- ✓ **Tell me about your accomplishments**
- ✓ **How many of your friends and family have been convicted of a crime? Please explain.**

APWA WESTERN  
**SNOW & ICE**  
CONFERENCE AND NATIONAL SNOW ROADEE



*Churchman Consulting Solutions, Inc*

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



## Questions

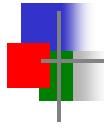
- **Ask why?**
- **Candidate’s questions equals candidate’s motivation**
- **What caused you to pursue this opportunity?**
- **Why did you take the new position (not “Why did you leave the old position?”)**

APWA WESTERN  
**SNOW & ICE**  
CONFERENCE AND NATIONAL SNOW ROADEE



*Churchman Consulting Solutions, Inc*

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.

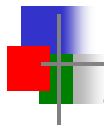


# Techniques



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



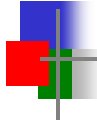
## Techniques

- Preparation
- Rapport
- Documentation
- Biases
  - » First impressions
  - » Halo affect
  - » Pressure to fill
  - » Gut feel
  - » Contrast
  - » Guilt

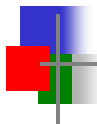


Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



# *Decision*



## *Decision*

- **Group decision**
- **Biases**
- **Weighting**
- **Trainable or un-trainable**

***“Data”- based Selection***



## Selection Tips

- **Identify how to attract or what will attract a candidate**
- **Deliver a consistent “job description”**
- **Know who’s on first, what’s on second...**
- **Know what you can and can’t ask**
- **Your recruiting process is the candidate’s “first impression” of the company**



## Selection Tips

- **Use your own – a top recruiting tool to sell “the experience”**
- **Employers need to sell the candidate, but not oversell**
- **Get feedback of your process from your newest employees**
- **Once you got them, focus to keep them**



## What is CBI?

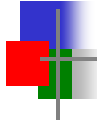
- **Definition**
- **Goes beyond the traditional interview and resume**
- **Not the Holy Grail, implement a system:**
  - » **Assessment Testing**
  - » **Technical**
  - » **Simulations**
  - » **Reference/Background Checks**



## “Data”- based Selection Benefits

- **Better organizational/cultural fit**
- **Consistent process/evaluation of applicants**
- **Increases employee buy-in**
- **Positive impression on candidates**
- **Transferable skills**
- **Improved retention**

✓ **Hire for fit, train for skill**



**Success is measured by:**

✓ **Hiring the right person**

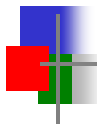
**Also,**

✓ **NOT hiring the WRONG person**



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.



Thanks for attending.  
Enjoy the Conference!

Contact info

[greg@churchconsol.com](mailto:greg@churchconsol.com)

[www.churchconsol.com](http://www.churchconsol.com)

970.377.9297



Churchman Consulting Solutions, Inc

Copyright © 2008 Churchman Consulting Solutions. All rights reserved.