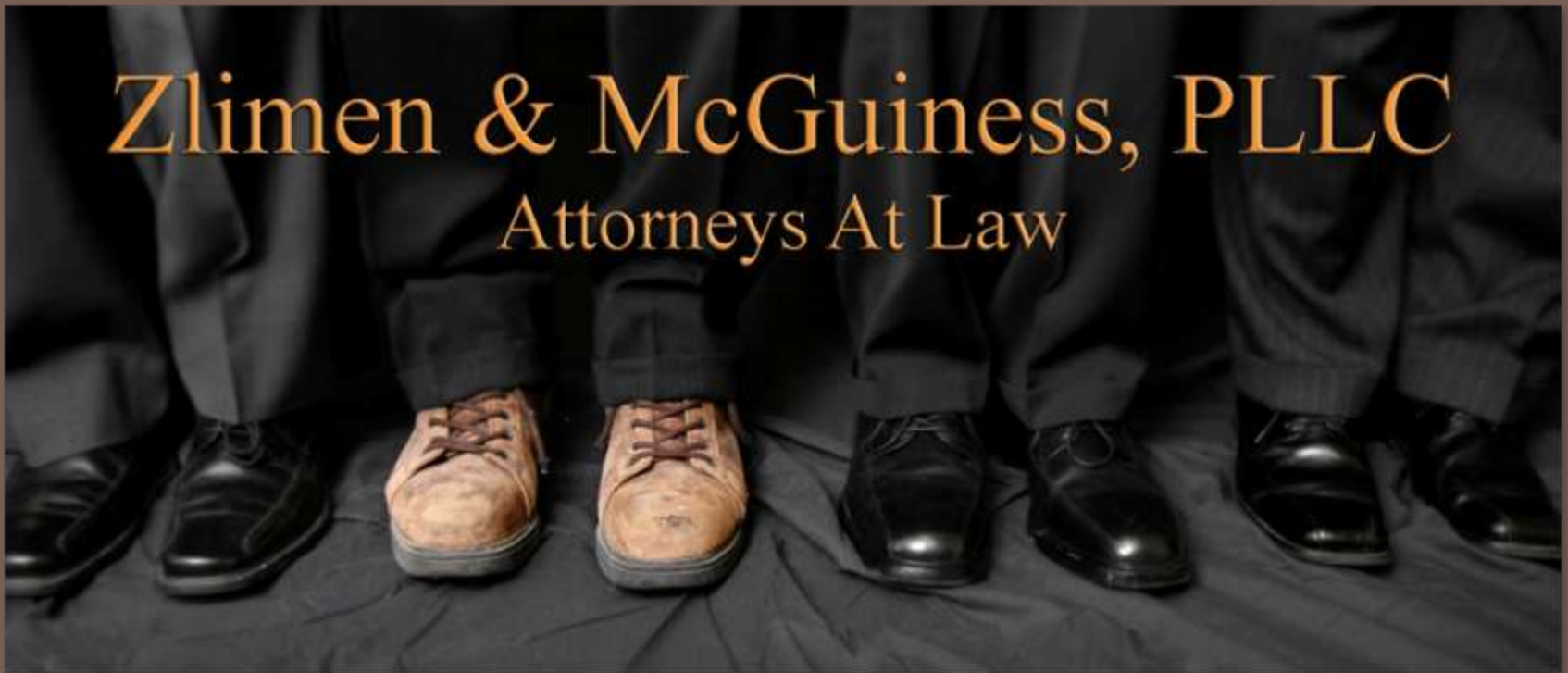


# HIRING THE RIGHT PERSON



**Patrick McGuinness**

# The Road Map



- Determine what you need in an employee.
- Interview prospective employee candidates.
- Ask the right questions.

# What You Need in a New Hire

- What will they be doing?
- Pick Character Traits that will fit well with the job duties



# Solid Employee Characteristics

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- ❑ Attitude (preferably positive)
- ❑ Teachability/ Willing to Learn
- ❑ Great Customer Service Skills
- ❑ Team Player
- ❑ Integrity Based Leadership
- ❑ Strong Work Ethic

# Attitude

- Positive people are fun to work with
- Being able to be nice to people is a skill
- Positive attitude enhances all other traits



# Teachability

- The ability to learn
- The desire to learn
- Willing to adapt to changes as necessary



# Great Customer Service Skills

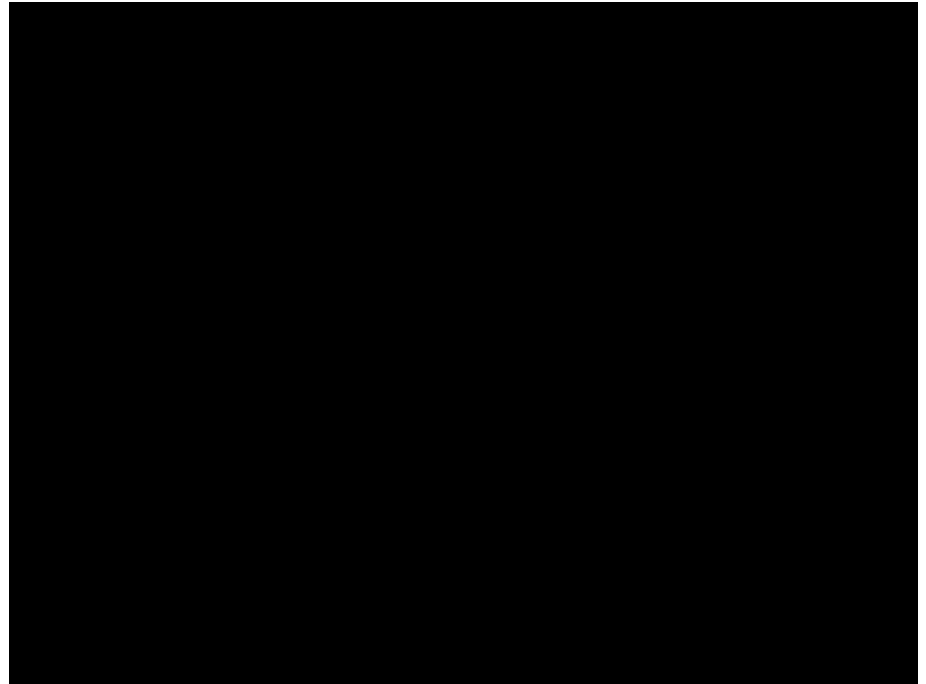
- ❑ Friendly
- ❑ Knowledgeable
- ❑ Tactful
- ❑ Professional
- ❑ Efficient



# Team Player – People Skills

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- Others can rely on
- Respectful
- Has people skills
- Works well with others to accomplish goals





# Integrity Based Leadership

- Honesty and the ability to trust the worker
- A natural tendency to lead others by example
- Does the right thing, even when no one is watching



# Strong Work Ethic

- Sense of Urgency
- Discipline
- Sense of Responsibility
- Desire to be Efficient

I always give  
100% at work:

13% Monday  
22% Tuesday  
26% Wednesday  
35% Thursday  
4% Friday

# How to Interview

- Ask good questions
- Listen slowly
- Pause
- Allow candidates to open up more



# Interviewer Selection

## Interviewer(s):

- ❑ Must understand the job being filled
- ❑ Should interview all candidates
- ❑ Be good at listening



# Developing Appropriate Questions

Ask neutral questions without clues to the 'right answer'

- Bad Question: Would you be able to travel 30% of the time?
- Better Question: Ideally, how much travel would you like in a \_\_\_\_\_ (week, month, year)?

# Developing Appropriate Questions

Questions should be job related

- Bad Question: Do you have any children or are you planning to? (borderline illegal to ask)

Better Question: Is there anything that might limit your ability to travel for work?

# Developing Appropriate Questions

## Open Ended Questions

- ❑ Bad Question: Do you like your current job?
- ❑ Better Question: What do you find rewarding about your current position?



# Developing Appropriate Questions

## Non Threatening Questions

- ❑ Bad Question: Why have you changed jobs so often?
- ❑ Better Question: For your last two or three jobs, tell me a little bit about why you took them, and why you left them?





# Asking the Right Questions

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- Ask the right questions and you will get completely different answers.
- Use the guidelines just covered to formulate the wording of your questions

# Consider Simulations

- A great way to see how people react
- Nothing too elaborate or time consuming
- Have it be job related



# General Questions

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**Q:** I've read your resume, so I know a bit about you. Why don't you start by telling me a little more about yourself. Give me your **2 minute** bio.

**Q:** Tell me all about our organization (company, program, etc.)

# More General Questions

**Q:** We've lined up several candidates who are qualified for this position. Why should we hire you over other well qualified candidates?"

**Q:** What would you do during your first 90 days on the job... what would you like to see yourself accomplish?



# Questions That Determine Attitude

- **Q:** Tell me about the biggest workload you ever had and how you handled it?
- **Q:** How would your mother describe your attitude towards work?
- **Q:** Tell me about the last project that really energized you and why?
- **Q:** Are you an optimist or a pessimist?



# Questions That Determine Teachability

**Q:** Is there anything about this job fascinates you and how would you go about learning more about it?

**Q:** Tell me about the last class or seminar you attended. Did any of it apply to your job at the time?

**Q:** What was the last mistake you made (at home, at work, wherever); Did you do anything to correct it and did you learn from it?

# Questions That Determine Customer Service Skills

**Q:** Tell me about the worst customer you ever had at any job.

**Q:** Tell me about your favorite way to impress clients or customers at any job you have had.

**Q:** If I told you to go mow the area in front of this building, what questions would you have for me?



# Questions That Determine Teamwork Abilities

**Q:** If you could do a project on your own or in a group, which would you prefer and why?

**Q:** Tell me about the worst team or group project you ever were a part of. Specifically what made it bad?

**Q:** Tell me about a team project that went really well. Why do you think it went well?





# Questions That Determine Leadership



**Q:** Give me some feedback on what you think I have done right so far in this interview?

**Q:** Tell me about a great mentor you have had, and what made them so great.

**Q:** Do you consider yourself a leader, and if so, tell me about your leadership style/

# Questions That Determine Work Ethic

**Q:** What will your references say about you when we contact them?

**Q:** The last time you were running late to work, what was the reason?

**Q:** What is the most recent personal goal you achieved?



# Out of Left Field

**Q:** What is the worst thing you have heard about our organization (company, etc.)?

**Q:** Give me a synopsis of the last book you read, and tell me why you did or didn't like it.

**Q:** How would you react if I told you the interview was not going well so far?



# Body Language

- Hands: Where are they, what are they doing?
- Eyes: Pay attention to what they do when you ask a question
- Mouth: Watch for reflexive angst when questions are asked.
- Posture: Slouched means they just don't care enough.

# How it all fits

- Keep the end goal in mind during all interviews
- Take notes on scratch paper, and give candidates a ranking shortly after the interview



# Narrowing & 2<sup>nd</sup> Interviews

- Second interviews are a good idea, and sometimes so are 3<sup>rd</sup> interviews
- A good chance to see if somebody had a bad day, or see if they were good at faking it.
- If both interviews go well, then chances are good you have found a good candidate

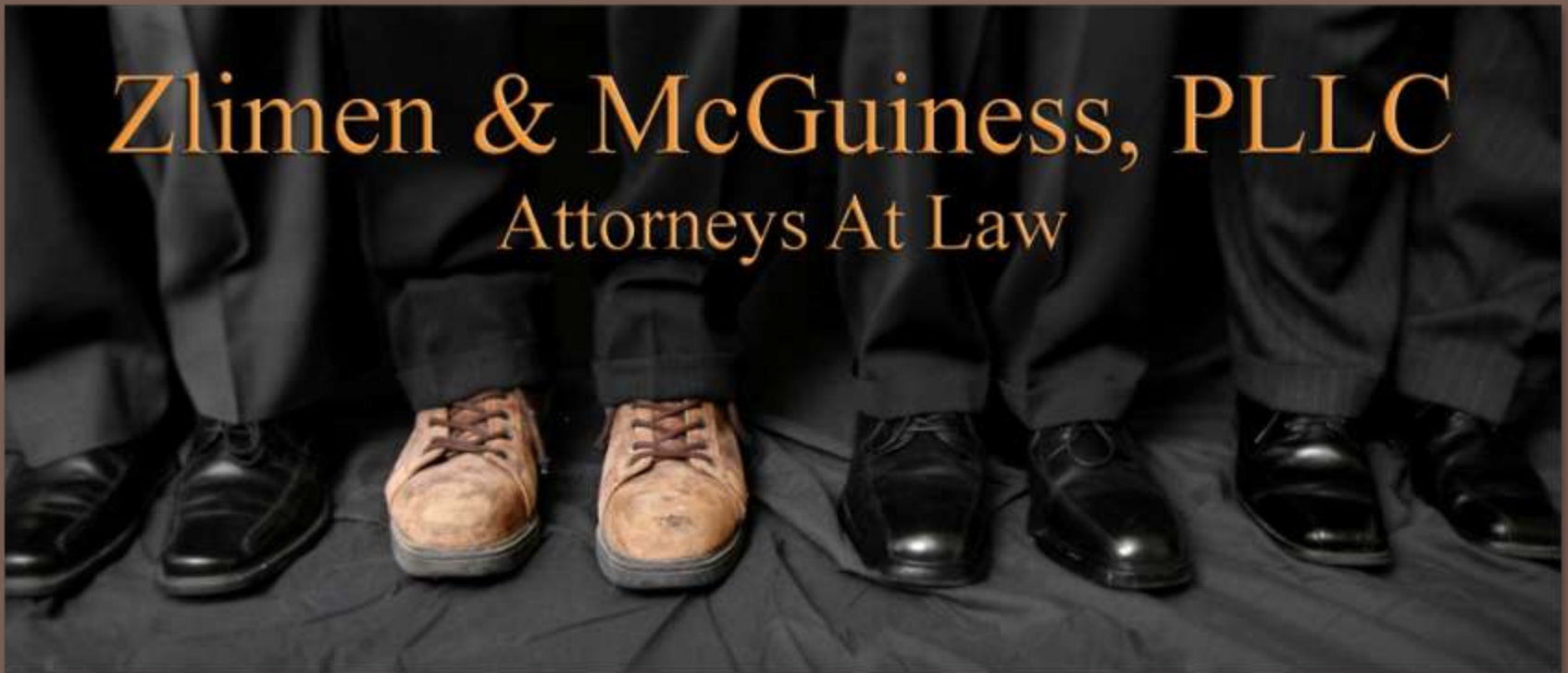


# Rational Decision Making

- Keep in mind what you need in an employee
- Don't pick the nicest candidate or the one most like you.
- Don't hire friends of employees for expedience sake.
- Hire for the job!



# QUESTIONS?



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