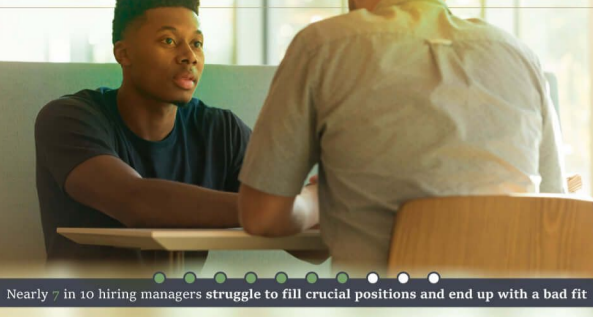


HOW TO FIND & HIRE THE BEST CANDIDATES

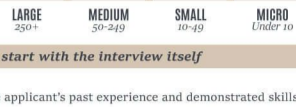


Nearly 7 in 10 hiring managers struggle to fill crucial positions and end up with a bad fit

In 2018, 44% OF ALL U.S. JOBS SAW EMPLOYEE TURNOVER

Is Your Hiring Strategy BRINGING YOU DOWN?

In 2018, companies of all sizes reported difficulty hiring



Why? It could start with the interview itself

Employers typically ask about the applicant's past experience and demonstrated skills

Thomas A. Edison FAMOUSLY ASKED OVER

150 QUESTIONS DURING INTERVIEWS

Over time, many companies have adopted many of the same questions

such as

"Why are you leaving your current job?"

"Could you tell me about yourself?"

"Describe a time when you demonstrated leadership ability"

Many HR leaders only approve certain "safe" topics in interviews

How did specific questions get so common?

Anything deemed controversial can get the company in trouble

But this method has CRITICAL DRAWBACKS

GENERIC

Not specific to organization or the available role
Past experiences don't necessarily correlate to future situations

UNHELPFUL

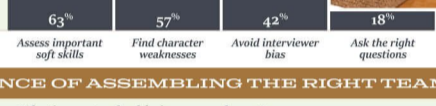
Made to tell you what you want to hear — rather than the truth
Because people memorize "good" answers, a good fit can be hard to find

SKewed

Gives candidates with more experience a leg up
Having only one interviewer could lead to unpopular hiring choices



HR managers say this interview process OFTEN FAILS TO...



THE IMPORTANCE OF ASSEMBLING THE RIGHT TEAM

What's most valuable in an employee?

CULTURAL FIT:

Does your culture match what the individual needs to be successful?

TALENT:

Can the employee learn and adapt to any challenges?

VALUES:

Can the employee fit within your organization's values and beliefs?

NEEDS FULFILLED:

Does this position fulfill the employee's needs?

Soft skills and personality are consistently ranked as most important by recruiters

83%

COMMUNICATION STYLE

CULTURE FIT

60%

Most companies say they are very focused on fostering community

BELONGING

57%

INCLUSION

52%

DIVERSITY

51%

But you can't find the perfect fit by asking the same questions everyone else does — take it from some of the most successful companies



Asks oddball questions during interviews to determine creativity and problem-solving



"Raising the bar" method, where current employees team up to stump applicants with difficult questions

WHO ARE THE BEST EMPLOYEES?

"Candidates who are real and open-minded... who do not have any preconceived notions...who are flexible and are not fake"

Joji Gill
Former HR Director for Microsoft India
photo via techhrconference.com

BEST INTERVIEW PRACTICES TO FIND THE BEST EMPLOYEES

How can you start to change your interview methods for the better?

DETERMINE COMMITMENT

Instead of:

"What did you like about your last job?"

Try this

"What do you know about us and why do you want to work here?"

ASK OPEN-ENDED QUESTIONS

Instead of:

"Tell me about a time when you've become more engaged"

Try this

"Could you tell me about a time when you were bored at work?"

When the interview question doesn't contain the correct response, more than half of all candidates will talk about failures rather than successes

MAKE THE PROCESS COLLABORATIVE

Instead of:

"One hiring manager conducting interview and choosing who to hire"

Try this

"Use a team of people in various positions to make hiring decisions"

Builds a collaborative community which values all voices

LOOK FOR INCLUSIVENESS

Ask about values to ensure the candidate's align with your organization's

Instead of:

"Tell me about a workplace confrontation you faced and how you overcame it"

Try this

"How do you communicate with people who have different backgrounds and viewpoints from yourself?"

TALK ABOUT THE FUTURE

Discussing future possibilities eliminates experience bias and also hones in on particular skills needed for your position

Instead of:

"Why did you leave your current job?"

Try this

"Where do you see yourself going with our company?"

For would-be employees, take the time to stand out before your interview

Research and get to know the company you want to work for

Create a personal brand with a strong LinkedIn presence

Connect with others by creating and engaging with content

FINDING THE PERFECT NEW HIRE starts with asking the right questions

Sources: hls.gov/news.release/jobs.116.htm; amazon.com/gp/product/1524732680; leadershipiq.com/pages/books-by-mark-murphy; thebalancecareers.com/behavioral-interviews-525761; hiring.workopolis.com/articles/the-origins-of-the-job-interview-bias; blog.qualtrics.com/hiring/common-hiring-and-interview-biases; jobvite.com/wp-content/uploads/2016/09/RecruiterNation2016.pdf; app.box.com/s/1516315157307b931fnnh02a525/file/26378765261; thebalancecareers.com/assess-job-fit-when-you-select-employees-1918165; themuse.com/advice/how-to-answer-the-31-most-common-interview-questions; glassdoor.com/employers/blog/15-interview-questions-ensure-candidate-quality; inc.com/jessica-stillman/star-wharton-professor-adam-grant-says-this-popular.html; betanews.com/2018/05/30/an-inside-look-at-googles-hiring-and-onboarding-processes; linkedin.com/pulse/everything-you-need-know-new-linkedin-waface-infographic-expert-courbarbanks.co.uk/blog/assessing-applicants-7-interview-questions-to-test-commitment; mentalfloss.com/article/30000/thomas-edisons-eccentric-job-interview-questions-cheat-sheet; forbes.com/sites/markmurphy/2014/12/25/career-journal-for-microsoft-sharpen-your-soft-skills; forbes.com/sites/lizryan/2017/04/10/behavioral-interviewing-the-worst-possible-way-to-hire-someone; business.linkedin.com/talent-solutions/blog/interview-questions/2016/16-interview-questions-that-can-get-you-in-trouble; go.manpowergroup.com/hubfs/TalentShortage%202018%20(Global)%20Assets/PDFs/MG_TalentShortage2018_h%206_25_18_FINAL.pdf

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