INTERVIEW & HIRE PROCESS

When you find people on the internet, assign them tasks, such as calling you to hear how they sound on the phone and also how articulate they are. After phone screen and an in person interview assign them another task to determine if they are really interested in your business opportunity.

Simple Selection Rules

- Yes means Yes
- No mean no
- Maybe/question equals no also

Always have three people in your company interview the applicants, then rate them independently with plus and minus column, then compare notes. Any maybe's or no's equals no hire.

I do not normally like group interviews unless there is a purpose.

I do believe in having applicants present chosen subject matter to a group, especially if they are in senior executive roles, or sales and marketing.

The direct manager makes the final hiring decision.

Spend more time up front in the process and it will save you time in the end.

Interview until you find the perfect person.

The moral is if you have questions about any aspect of a person it will magnify and get worse exponentially, from the date of hire.

A new hire costs 30% more than you pay them in overhead and 20% additional for your time and effort.

Trust your intuition and instinct.

A bad hire costs you one year and double the salary in time, effort, re-hire and the stress of a bad hire on the company and you.

Interview Process & Actions

Choose a location where you are not interrupted and do not have your phone or other devices interrupting the interview.

Observe when an applicant arrives. If they are late it would be a real issue on my part and would probably disqualify them.

Review the resume in advance. How many jobs in the past five years? If more that 1 there needs to be a valid explanation. Job hoppers never change.

Questions

Why did they leave their jobs, and what do they say about past employers.

If everything they say about past employers is negative, they will say the same thing about you in the future.

Take me back to high school and bring me forward. Look for traits that would make them good at your job.

Go step by step in High School. I am looking for people who worked while in school or the summer, were on sports teams, student government or other groups with the schools.

What is your greatest accomplishment in life thus far?

Push for a real answer, not a shallow one! This can be business or personal.
Look for something meaningful.

What is the biggest challenge you have ever faced and how did you deal with it?
Also push for a real answer! Again, ask them for something that was really deep, not a shallow answer.

What are your hobbies and interests?

Look for active people, not couch potatoes!

Describe the best manager you have ever worked for and why you liked working for them?

Does that describe you?

When you are about to make an offer here is a key question:

"We are going to do an intense background check on you prior to an offer being made. If you tell me the worst thing I am going to find out now and explain it, perhaps I could have a better understanding of what occurred.

Other Questions – Choose Some At Random

How weird are you? (Scale of 1 – 10)

The number isn't too important, but it's more about how people answer the question. Nonetheless, if "you're a one, you probably are a little bit too straight-laced for our culture, If you're a 10, you might be too psychotic for us.

How lucky are you in life? (Scale of 1 – 10)

The number doesn't matter too much, but if you're a 1, you don't know why bad things happen to you (and probably blame others a lot). And if you're a 10, you don't understand why good things always seem to happen to you (and probably lack confidence).

What didn't you get a chance to include on your resume?

In one word - how would you described yourself?

Don't judge people on the word they choose, but it does give insight into how people package themselves. It's good when people take time to ponder the question and answer thoughtfully.

Give me an example of a time when you solved an analytically difficult problem.

The interesting thing about the behavioral interview is that when you ask somebody to speak to their own experience, and you drill into that, you get two kinds of information, One is you get to see how they actually interacted in a real-world situation, and the valuable 'meta' information you get about the candidate is a sense of what they consider to be difficult.

What's your favorite animal and why?

How old were you when you had your first paying job?

I'm looking for how deeply instilled their work ethic and independence are versus entitlement, If they worked part time in high school and college because they needed to, especially in jobs that were just hard work, that shows a huge level of personal responsibility.

What motivates you to get out of bed in the morning?

It's important to understand what motivates a person at their core because "there will always be ups and downs in any business, and you want to make sure the person will be equally motivated during difficult times, if not more so.

If we're sitting here a year from now celebrating what a great 12 months it's been for you in this role, what did we achieve together?

The candidate should have enough strategic vision to not only talk about how good the year has been but to answer with an eye towards that bigger-picture understanding of the company — and why they want to be here.

If I were to say to a bunch of people who know you, 'Give me three adjectives that best describe you,' what would I hear?

I've interviewed an eclectic crowd about you: the guy who delivers your food, the last people you worked with, the person who can't stand you the most, your best friend from high school, your mother's neighbor, your kindergarten teacher, your high school math teacher who loved you, and your last boss. If I were to say to them, 'Give me three adjectives that best describe you,' what would I hear?

If the candidate gives three glowing adjectives, she'll remind them that the hypothetical group includes a few people who aren't particularly fond of them.

Can you tell me about a time when you almost gave up, how you felt about that, and what you did instead of giving up?

You can learn about what people do outside of work — what drives them, what they think about, what's important — to determine whether they have "the competitiveness and the drive to get through tough problems and tough times."

It helps to figure out if the candidate's values and mindset are in line with our thoughts. We should lean toward things where the stakes are relatively high, the dynamics are really complex, and teamwork matters, and it's important that our employees do the same.