

Welcome to this little PDF book and thanks for downloading it.

So what exactly do I mean by making the statement “**How to hire the right people every time and create Company success**”?

Well, people will always be the biggest asset on your balance sheet or the biggest liability. Lets take a look at some of the most common issues:-

1. **My people don't care enough** – I am always the one pushing for us to be better
2. **They drain my energy** – I encourage problem solving but it always seems to be me that's solving the problems
3. **Its so much hassle trying to recruit** – takes too much time and costs too much money
4. **We constantly miss our targets** – we make them but never seem to actually hit them and accept excuses.

Before we get too much into this please take 5 minutes to consider your existing team including yourself.

Grade each one as an A, B or C player.

- **The “A” players** are easy to spot and perhaps you have a few in your Company. They are the ones that get it and contribute to making it happen. The “A” players are worth their weight in gold to you and would be considered the top 10% of talent in your industry.
- **The “B” players** are those that would be considered in the top 60% to 90% in your industry. These people make some kind of effort but it rarely actually amounts to shifting the needle much.
- **The “C” players** are the 60% and lower. These employees stifle growth and plod along often wanting a pay rise each year simply for living another 365 days rather than actively contributing value to the business.

When you have graded them now please consider how many of your existing team have “A” potential if they were put into the right positions, with the right guidance, focus and training and re-evaluate.

How is it looking?

Now take a look at the top 4 complaints. Is there a correlation? There should be if you aren't getting the results you want.

So what's this got to do with recruiting you may ask?

Well, everything because quite frankly if you are wanting the best talent in your Company to make all the pain go away, why would they join a business that's not committed to having all “A” players on the team?

If you put an “A” player under the control of a “C” player without any kind of metrically driven accountability – they will leave!

Also, just consider for a moment which of your graded team members actually suck up most of your time? If you're like most, on analysis you may have a tendency to leave the “A” players to it

because you feel that they are doing a great job and focus 80% of your time on the rest when it should be the other way around. Sound familiar?

Think of it this way.....one "A" player will perform just as well as 3 "C" players or 2 "B" players and give you energy rather than drain you. The message here is that you should be prepared to pay for the best and brightest and invest in those that have "A" potential. The rest need to be placed elsewhere in the Company or asked to leave.

Think about that when you take a look at what you are paying your people currently and how that would change if you had a Company 90% full of "A" players.

Strangely it would probably cost you less! Have fewer people and pay them more needs to be your new philosophy!

Mis-hiring people is also a killer. If a mis-hire is in position for 18 months and is paid £50,000 a year basic its estimated that the total impact of damage to the team, clients, lost business, needless bonus and other attributes the cost will be 15 times annual salary. That's huge! If you mis-hire 3 out of 4 times, well that the kind of disruption that can take years to recover from.

Ok so enough of the horror stories lets get to how you actually get the right people into your Company and most importantly keep them.

"Good fit factors don't ensure success but poor fit factors can ensure failure"

– Brad Smart PhD

To keep it simple lets break the recruitment cycle into 3 stages:-

1. **Define**
2. **Optimise**
3. **Assimilate**

Don't mix this up with the other DOA (Dead On Arrival), which this new employee may become if you don't follow these guidelines!

Define

The very first stage is to clearly define what this role is and what a successful outcome looks like. So many people waste time creating meaningless unspecific job descriptions that aren't worth anything to anyone.

Here are the steps broken down that will create a true definition and create clarity for everyone:-

1. **Who we are and where we are going**
2. **What is the role title?**
3. **What is this role accountable for?**
4. **How is the accountability measured?**
5. **What is the ideal profile of this person?**
6. **What could be the career path of this person?**
7. **What is the compensation and bonus package?**
8. **What is the location and expected hours?**
9. **How and where will we communicate this vacancy?**

Lets explore each one in a little more detail so that you can create a specific ad that will attract the type of person you want.

Who we are and where we are going

Please remember that it's your job to sell this role to "A" players. People like that need to know that they are working for a driven purposeful Company that has clearly defined goals and is an exciting place to be.

The very first paragraph of your ad needs to convey all this along with your core values and your culture.

What is the title of the role?

As straight forward as this sounds, it can be missing from a lot of ad's. If you have a functional accountability / organisational chart it should be very straight forward so if you don't have that define one before going to market.

Be creative with role titles if you like, [Google have some great ones](#)

What is this role accountable for?

This is where it needs to become far more specific. When you have defined the role then you need to define how the role is accountable to create the vision of the Company.

People need to know how they make a difference in the world despite the daily grind; they need to have meaningful work.

How is the accountability measured?

When you have defined the role accountability towards the bigger picture, then consider between 1 and 5 key performance indicators that will show how that person is doing in relation to the goal. For example....

Sales Manager – Accountable for acquiring the budgeted required sales numbers

- *KPI 1 – Sales conversion rate*
- *KPI 2 – Average £ sale*
- *KPI 3 – Current sales secured*
- *KPI 4 – Work in progress value*
- *KPI 5 – New clients secured*

The KPI's need to be documented as a operational manual but on a single page to keep it simple. The role then becomes about using the system to create great performance. When people use KPI dashboards they can easily track their own performance and take ownership of their career and development rather than having to be micro-managed.

I can't emphasise enough the importance of this part of the process to ensure you attract "A" player talent. If you can't define this for yourselves they have no chance to succeed and make a difference.

What is the ideal profile of this person?

For those of you not familiar with psychometric testing you're in for a treat here! Profile testing deserves a section on its own but I will keep it brief and tell you about DISC.

This tool helps you uncover someone's true drivers and how they perform best when at home and at work. It allows you to create a working environment that best suits their style, which in turn increases performance.

Briefly:-

D – Dominant. Decision makers and risk takers, generally quite confident and move quickly. Many leaders have this as their primary style

I – Influencers. Enjoy talking and are great at building relationships and in teams and sales. Do have a tendency to get distracted easily though.

S – Steadiness. These people are very loyal and need security. In turn they will reward you with years of service. Can be slow to change but are reliable

C – Conscientiousness. Analytical, precision, focused and intense can describe these. Task driven can be prickly to deal with and need data to drive their decision making

When you recognize how this works you can use language in the ad creation to attract the type of person you want.

I can't tell you how this has changed Companies I work with to support growth and if you want to undergo a full profile for yourself please let me know. Otherwise [watch this TED talk](#) for 15 minutes to learn more.

What could be the career path of this person?

Its important that you sell this vacancy as much as possible and part of that is to paint an exciting picture of the future that the applicant wants to be a part of.

A huge problem in businesses is a lack of a leadership pipeline. Who is next in line for all positions?

When you have a functional accountability chart then you can show a person where they can progress. "A" players want to know how far they can go.

What is the compensation and bonus package?

Don't feel that you have to dance around this subject. Have an idea on your accountability chart of what the role is worth to the Company when it's done well and be prepared to pay for quality "A" players.

As discussed earlier these people can outperform 3 "C" players so it's actually more cost effective for you. Always strive for the best talent that will take your Company forward and if that means paying for an "A" player in a league above then take that chance

What is the location and expected hours?

Basic but necessary to avoid ambiguity, particularly if a relocation or heavy travel may be required to effectively and successfully carry out the role.

How and where will we communicate this vacancy?

First and foremost always try to promote from within. When you have a clear accountability chart and "A" players (or "B/C" players with "A" potential) this should be the best way to fill vacancies.

If you have to go outside then here are a few popular options in my recommended order:-

- Your own network – open your phone and email contacts up and ask.
- Online job boards such as indeed.co.uk and monster.co.uk
- LinkedIn – go hunting for the talent you want and make a connection
- Facebook – very useful for lower level hires
- Your own website – always make it easy for people to find careers

.... finally recruitment agencies and just a word of caution here. You should recognize that "A" players will probably already be in a position and you will need to sell the job to them. In some cases with larger recruitment agencies they may have contracts in place with existing clients

that prohibit them going after talent in those Companies. This dramatically limits the effectiveness of them getting you “A” player candidates. To combat this you must determine the recruiter’s pool of talent and ask questions about any Companies that may be “off limits”. In the US, Fortune 500 company’s often “hire” an agency on retainer for 2 years at a cost of up to £100k per year. The purpose of this is to make that Companies talent untouchable to the competition by being off limits as they are an existing client!

This first section is vital so please don’t miss steps just check them off as they are done. Don’t be tempted to rush the process just to get a body in position. “A” player talent is worth waiting for even if it puts a little strain on others.

Optimise

So hopefully you and HR will have attracted some candidates. What follows is a structured pathway to conducting effective interviews that will give you insight into the person and allow you to decide if this person will be a fit for your team and successfully contribute to the Companies growth.

I will say that this is a framework that can be modified by you where necessary but will enable you to get great results time and again.

Upon receipt of any CV or enquiry either internally or externally send out these questions:-

- Name
- Address
- Phone Number
- Email

Business Experience - Please complete the following questions for your last 5 (or less) positions

- Company Name
- Address
- Employed from - till (show months as well as years)
- Job role
- Reporting to?
- What do / did you enjoy most about your job?
- What do you least enjoy?
- What major challenges did you face when you accepted the role?
- What are / were your key responsibilities and accountabilities
- List your major accomplishments and quantify the information (eg – 20% increase in sales)
- What mistakes have you made in the job and how would you handle it differently now?
- What do you believe your current boss sees as your major strengths?
- What do you believe that your current boss sees as your weaknesses and areas for improvement?
- What has been your most recent overall performance rating in this job?
- If you have not had a performance review in this role what would be your best guess as to how your boss would rate you?

These are to be completed and sent back to you before anyone's time is wasted and if alarm bells ring don't waste time interviewing the person.

This next section of questions is split into 3 based upon salary levels. Sub £25k, £25k to £50k and £50k to £75k. For roles that may surpass £75k I would highly recommend reading the book "Topgrading" by Brad Smart PhD (from which a lot of these interview questions are to be credited) and following them to the letter.

The interview should be conducted by the candidate's immediate superior and a support role played by HR.

Up to £25k	£25k - £50k	£50k - £75k	QUESTIONS
INTELLIGENCE			
X	X	X	a. Please describe your learning ability
	X	X	b. Describe a situation in which you had to learn a lot, quickly.
		X	c. How did you go about your learning, and how successful were the outcomes?
ANALYSIS SKILLS			
X	X	X	a. Please describe your problem analysis skills.
	X	X	b. Do people regard you as one who diligently pursues every detail or do you tend to be more broad? Why?
	X	X	c. What will references indicate are your style and overall effectiveness in prioritising?
		X	d. What analytic approaches and tools do you use? Please give me an example of digging more deeply for facts than what was asked of you.
DECISION MAKING			
X	X	X	a. Please describe your decision-making approach when you are faced with difficult situations. Are you decisive and quick, but sometimes too quick, or are you more thorough but sometimes too slow? Please share an example or two
	X	X	b. What are a couple of the most difficult or challenging decisions you have made recently?
X	X	X	c. What are a couple of the best and worst decisions you have made in the past year?
	X	X	d. What decision-making criteria do you live by?
CREATIVITY			
X	X	X	a. How creative are you?
	X	X	b. What are the best examples of your creativity in solving / improving current best practices?
		X	b. Do you consider yourself a better visionary or implementer, and why?

STRATEGIC SKILLS

	X	X	a. In the past year, what specifically have you done in order to remain knowledgeable about your industry?
		X	b. Please describe your experience in strategic planning, including successful and unsuccessful approaches.
X	X	X	c. Where do you predict that your industry is going in the next three years and why?

RISK TAKING

X	X	X	a. What are the biggest risks you have taken in recent years? How did they work out?.
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LEADING EDGE

	X	X	a. How have you created and applied new effective best practices?
		X	b. How will references rate and describe your technical expertise? Are you truly leading edge, or do you fall a bit short in some areas?
X	X	X	c. How computer literate are you?
	X	X	d. Please describe your professional network.

EDUCATION

		X	a. What seminars or formal education have you participated in and when?
X	X	X	b. Describe your reading habits.
	X	X	c. What was the last book you read?
	X	X	d. What's your favourite business / self development book and why?

EXPERIENCE

X	X	X	a. What are the most important lessons you have learned in your career? (Get specifics with respect to when, where, etc.)
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TRACK RECORD

X	X	X	a. Looking back in your career what were your most and least successful jobs and why?
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INTEGRITY

		X	a. Describe a situation or two in which the pressures to compromise your integrity were the strongest you have ever felt.
	X	X	b. What are a couple of the most courageous actions or unpopular stands you have ever taken?
X	X	X	c. When have you confronted unethical behaviour or chosen to not say anything, in order to not rock the boat?
	X	X	d. Under what circumstances have you found it justifiable to break a confidence?

RESOURCEFULNESS			
X	X	X	a. What actions would you take in the first weeks, should you join us?
	X	X	b. What were your biggest obstacles you faced in your current / last job, and what did you do?
X	X	X	c. What are examples of circumstances in which you were expected to do a certain thing and, on your own, went beyond the duty?
	X	X	d. Who have been your career influences, and why?
		X	e. Are you better at initiating a lot of things or hammering out results for fewer things? (Get specifics.)

ORGANISATION			
X	X	X	a. How organised are you? What do you do to be organised and what, if anything, do you feel you ought to do to be better organised?
		X	b. When was the last time you missed a significant deadline?
		X	c. Describe a complex challenge you have had coordinating a project.
	X	X	d. Are you better at juggling a number of priorities or projects simultaneously, or attacking projects one at a time?
X	X	X	e. Everyone procrastinates at times. What do you think that you procrastinate on?
X	X	X	f. How would you describe your work habits?
	X	X	g. Describe a situation that did not go as well as planned. What would you have done differently?

EXCELLENCE			
X	X	X	a. When have you "raised the bar" for yourself or others?
	X	X	b. Explain how you approached the problems or outcomes you encountered

INDEPENDENCE			
	X	X	a. Do you believe in asking for forgiveness rather than permission or are you inclined to get full permission?
X	X	X	b. How much supervision do you want or need?

STRESS MANAGEMENT			
	X	X	a. What sort of mood swings do you experience and what are the triggers?
X	X	X	b. What do you do to alleviate stress? (Look for exercise, quiet periods, etc.)
	X	X	c. How do you handle yourself under pressure?
X	X	X	d. What sorts of things irritate you the most or get you down?
		X	e. How many times have you "lost your cool" in the past couple of months? (Get specifics.)

SELF-AWARENESS			
X	X	X	a. Have you gotten any sort of regular feedback from direct reports, clients, peers, supervisors, and if so, what did you learn?
	X	X	b. How much feedback do you like to get from people you report to, and in what form (written, face to face)?
X	X	X	c. What are the biggest mistakes you've made in the past ten years, and what have you learned from them?
		X	d. What are your principal developmental needs and what are your plans to deal with them?
	X	X	e. What have been the most difficult criticisms for you to accept?
ADAPTABILITY			
X	X	X	a. How have you changed over recent years?
	X	X	b. What sorts of company changes have you found easiest and most difficult to accept?
		X	c. When have you been so firm people considered you stubborn or inflexible?
FIRST IMPRESSION (Judge directly in interview.)			
X	X	X	a. What sort of first impression do you think you make at different levels in an organisation?
LIKABILITY			
		X	a. When were you so frustrated you did not treat someone with respect?
	X	X	b. How would you describe your sense of humour?
X	X	X	c. Tell me about a situation in which you were expected to work with a person you disliked.
LISTENING			
X	X	X	a. What would co-workers say regarding how well you listen?
CUSTOMER FOCUS			
X	X	X	a. Give examples of your going beyond what was normally expected to enhance your company's reputation or image.
	X	X	b. Describe your methods of diagnosing client/customer needs.
	X	X	c. What is your "track record" in both acquiring and retaining clients/customers?
		X	d. Tell me about the most frustrated or disappointed client/customer you have had in recent years. Why do you think they felt that way?
TEAM PLAYER			
X	X	X	a. What will reference checks disclose to be the common perception among peers regarding how much of a team player you are?
	X	X	b. Describe the most difficult person with whom you have had to work?
	X	X	c. When have you stood up to a boss?

		X	d. Tell me about a situation in which you felt others were wrong and you were right?
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ASSERTIVENESS

		X	a. How would you describe your level of assertiveness?
X	X	X	b. When there is a difference of opinion, do you tend to confront people directly, indirectly, or let the situation resolve itself? (Get specifics.)
	X	X	c. Please give a couple of recent specific examples in which you were highly assertive: one in which the outcome was favourable, and one where it wasn't.

COMMUNICATIONS ORAL

		X	a. How would you rate yourself in public speaking?
X	X	X	b. How do you communicate with your organisation?
	X	X	c. How much emphasis do you put on communication?

COMMUNICATIONS WRITTEN

X	X	X	a. How would you describe your writing style in comparison with others styles?
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NEGOTIATION

X	X	X	a. Describe situations in which your negotiation skills proved effective and ineffective.
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PERSUASION

X	X	X	a. Describe a situation in which you were most effective selling an idea or yourself.
	X	X	b. Describe situations in which your persuasion skills proved ineffective.

SELECTING A PLAYERS

	X	X	a. What have your most recent two teams looked like and what changes were made to effect results?
	X	X	b. Explain your selection process in terms of job analysis, job description, behavioural competencies, amount of structure to interviews, if there is an in-depth chronological interview, and how reference checks are done.

COACHING

	X	X	a. How would subordinates you have had in recent years describe your approaches to training and developing them? (Look for coaching, challenging assignments.)
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GOAL SETTING

X	X	X	a. How do you go about establishing goals for performance?
	X	X	b. How are your expectations communicated?

EMPOWERMENT			
	X	X	a. How "hands-on" a manager are you? (Get specifics.)
ACCOUNTABILITY			
		X	a. Tell me about the performance management system you now use.
X	X	X	b. How effective have been your methods for following up on delegated assignments?
	X	X	c. Tell me about accountability. What happens when people fail to perform?
X	X	X	d. What do you say or do when someone reporting to you has made a significant (serious, costly) mistake?
	X	X	e. What are examples of your giving negative feedback to someone.
REDEPLOYING B/C PLAYERS			
	X	X	a. How many nonperformers have you removed in recent years?
	X	X	b. What approaches were used?
TEAM BUILDING			
X	X	X	a. How have you tried to build your team?
	X	X	b. Which of your teams has been the biggest disappointment and why?
RUNNING MEETINGS			
	X	X	a. How productive are meetings you run?
X	X	X	b. How would you describe your role in meetings ones that you have called and those in which you have been a participant?
CHANGE LEADERSHIP			
X	X	X	a. In what specific ways have you changed an organisation the most in terms of direction, results, and policies?
	X	X	b. What has been your approach to communications during change?
INSPIRING OTHERS			
X	X	X	a. Are you a "natural leader"? How do you know?
	X	X	b. Give examples of when people might have readily followed your lead and when they did not.
CONFLICT MANAGEMENT			
	X	X	a. Describe situations in which you prevented or resolved conflicts.
X	X	X	b. If two subordinates are clashing what do you do? (Look for bringing them together to resolve it.)
ENERGY			
	X	X	a. How many hours per week have you worked, on average, during the past year?

X	X	X	b. What motivates you?
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PASSION			
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	X	X	a. How would you rate yourself in commitment?
X	X	X	b. Describe the pace at which you operate fast, slow, or moderate and the circumstances under which it varies.

AMBITION			
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X	X	X	a. What are you looking for in your next job?
X	X	X	b. Where would you like to go in this Company?
X	X	X	c. What do you see as advantages in joining us?
X	X	X	d. What do you see as disadvantages in joining us?
	X	X	e. Who influences you?

BALANCE IN LIFE			
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X	X	X	a. How satisfied are you with your balance in life among work, wellness, community involvement, professional associations, hobbies, etc.?
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TENACITY			
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	X	X	a. What are examples of the biggest challenges you have faced and overcome?
X	X	X	b. What will references say is your general level of ability to get stuff done?

Please use these questions as best fits your current interview process. Also consider adding one or two based around your core values to ensure there's a good fit for you.

There is no right or wrong way to conduct an interview and it should take as long as is comfortable and to allow both sides to exhaust all questions. Remember that you are looking to hire "A" grade talent here so don't rush it. A great interview can last up to 4 hours or as little as 1.

To help grade the interviewee make plenty of notes on the answers to these questions and then complete the following scorecard to give you a deeper understanding as to whether this person, with the right support and training, will be an exceptional addition to your team.

If possible get another person to sit in on the interview and conduct the same assessments. Two heads are often better than one when it comes to recruiting "A" players and the time investment will be well worth it.

Scoring - 4 = Excellent, 3 = Good, 2 = OK, 1 = Poor	Minimum acceptable rating	Your rating	Comments
INTELLIGENCE			
ANALYSIS SKILLS			
DECISION MAKING			
CREATIVITY			
STRATEGIC SKILLS			
RISK TAKING			
LEADING EDGE			
EDUCATION			
EXPERIENCE			
TRACK RECORD			
INTEGRITY			
RESOURCEFULNESS			
ORGANISATION			
EXCELLENCE			
INDEPENDENCE			
STRESS MANAGEMENT			
SELF-AWARENESS			
ADAPTABILITY			
FIRST IMPRESSION			
LIKABILITY			
LISTENING			
CUSTOMER FOCUS			
TEAM PLAYER			
ASSERTIVENESS			
COMMUNICATIONS ORAL			
COMMUNICATIONS WRITTEN			
NEGOTIATION			
PERSUASION			
SELECTING A PLAYERS			
COACHING			
GOAL SETTING			
EMPOWERMENT			
ACCOUNTABILITY			
REDEPLOYING B/C PLAYERS			
TEAM BUILDING			
RUNNING MEETINGS			
CHANGE LEADERSHIP			
INSPIRING OTHERS			
CONFLICT MANAGEMENT			
ENERGY			
PASSION			
AMBITION			
BALANCE IN LIFE			
TENACITY			

The key here is to establish whether this person can deliver. If you believe that they can and they believe that your Company is a good fit for them then its time to negotiate the compensation package.

This should be a negotiation that suits both sides and remember to expect to pay for talent and that one “A” player can replace 3 “C” players regardless of position within the Company.

Dig around for flaws and red flags. You are looking to predict success in the role and a large part of that is the candidate accepting they aren’t perfect and being willing to admit that.

As your Company grows your should expect the team to develop as well. There is no point in your business growing on a strong trajectory and your people on a lesser one. That wont end well!

Assimilate

So the new team member starts. How do you welcome them in?

The best advice I can offer here is to make them feel as welcome as possible in the first week. Don’t just dump them and let them get on with it. A full introduction to the team is required and a full tour of the facility if that’s not already been done.

Take them out for lunch and get to know them a little. Give them access to all the latest tools and equipment that they will need in order to execute their accountabilities effectively and quickly. Don’t scrimp on investing in new kit.

This is the time to map out their personal development plan. Where they are weak and what they want to do over the next 12 months to better themselves. They must present you with a series of actions that they will take (no more than 5) to eradicate behaviours or improve skill sets to allow them to excel in their delivery over the next 12 months.

If you have recruited an “A” player then this person will embrace your values, culture and accountability and thrive in being part of a team that is there to make it happen.

To finish, the role of the leader is to develop the team, the team looks after the customer, the customer looks after the business and the business looks after the leaders.

Enjoy the application and thank you for reading.