Staff Hiring with Due Diligence – A WPC Workforce Strategy
Before we get started

1. From your experience, when interviewing candidates to fill a vacant position, what makes it difficult to decide on who to hire?

2. How would you answer the following;
   
   *Describe the W.P. Carey culture for me.*
What’s the Plan: Filling Your Vacancy

Step 1: Gather Details

What do we need?

• What are the job responsibilities?
• Does it have to be filled with the same job title?
• What are existing strengths and weaknesses?
• Are there additional skills needed?
• Is there an incumbent that you would like to clone?
• Who are you looking for – what are the characteristics of a successful hire?

Step 1:

◦ What’s the current job title?
◦ Is there an existing job posting?
◦ What’s the salary limits?
◦ Who’s interviewing?
◦ Are there current interview questions?
◦ Any interview exercises?
◦ Does the job have an existing PRO?
“What Do you Want to See in a Candidate at the End of the Interview?”

- Skills directly applicable to the job: 56%
- A “good fit” with other team members/organization: 42%
- Professionalism/work ethic: 32%
- Passion/drive for the job: 20%
- Personable/people skills: 14%
- Performed very well during the interview: 8%
- Very knowledgeable about company: 7%
- Very knowledgeable about industry: 7%
- Flexibility/adaptability: 6%
- Education directly applicable to the job: 5%
- Other: 2%

SHRM Poll – September 2009
What is a “Good Fit” for W. P. Carey?

Vision: rethink the nature of business, engage the world, and create a better future

Mission: The W. P. Carey School of Business educates tomorrow’s leaders, takes an entrepreneurial approach to learning, and conducts groundbreaking research, in order to create positive change on a global scale

Values:
- Excellence
- Integrity
- Impact
- Community
Performance Evaluation Core Expectations

1. Service-oriented, Positive Attitude, Helpful
2. Trustworthy, Adheres to Ethics and Compliance Standards
3. Collaborative, Team-oriented
4. Productive, Commitment to ASU
5. Flexible, Adaptable
6. Respectful Communicator
7. Resourceful, Committed to Sustainability
8. SUPERVISORS ONLY: Develops Staff and Fosters Teamwork

Values:
- Excellence
- Integrity
- Impact
- Community
After considering the candidate’s education, skills, experience, etc., approximately what percentage of the final decision to hire is based on ‘chemistry’? 

- About 75% or more: 15%
- About 50%: 39%
- About 25%: 36%
- About 10% or less: 10%

\[ n = 456 \]
What Does ‘Good Chemistry’ Mean?

Ask questions to identify compatibility, not just likeability:

• How sensitive are you to accepting constructive criticism?
• Describe the pace that you typically work in the office -- moderate, fast, or hair-on-fire?
• How much structure, direction, and feedback do you generally prefer on a day-to-day basis?
• Do you generally ask for permission or forgiveness when making decisions?
• A natural follow-up to this initial question might be:
  • Tell me about a time when you may not have erred on the side of caution when you should have.

Identify EQ (Emotional Intelligence) for the role:

{i.e. if it’s an accounting role you may need someone more analytical, if it’s a student facing advisor role, you may need someone with more empathy, if it’s an admissions or recruiting role, you may need someone with persuasion or influence skills}
Questions to Help Identify ‘Fit & Chemistry’

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- How much structure, direction, and feedback do you generally prefer on a day-to-day basis?
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- (A natural follow-up to this question might be)
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Sample Interview Questions

**Problem Solving**

1. Do people generally come to you for help in solving problems?
2. Have you ever had to solve a problem twice, when the first solution wasn’t right?
3. What were some of the toughest problems you ever solved?

**Drive for Results**

1. Tell me about a time when you got results against the odds.
2. Have you ever watched anyone get results at all costs and pay a big price for it?
3. How do you motivate others to work hard?
Sample Interview Questions

Peer Relationships

1. Explain a time when you gave up control, you could have had, for the good of working as a team.

2. Describe a time when you formed a relationship with someone you really had differences with in order to get your job done.

3. Tell me about a time when you had to share space/resources with another person such as a peer/roommate/sibling.
Sample Interview Questions

**Follow up and Probing Questions:**

1. Can you elaborate on that?
2. Please explain what you learned from that experience.
3. Seeing the outcome, how would you have changed the way you approached the situation?
4. Why did you choose that approach?
5. Given the chance to do that over again, what would you do differently?
6. How typical is this for you?
7. How did you handle the situation?
8. Could you give me a few examples of how you have used or applied that?
Generally speaking, how long does it take you to make the NOT-to-hire decision when you meet with a candidate for an interview?

63% make the decision NOT TO HIRE in the first 15 minutes of an interview.
1 Great Person = 3 Good People

- “Hire people that can provide 3x’s the normal level of productivity and pay them well for it.”
- “Fill the other guy’s basket to the brim.”
- “Man in the desert selling.” – ASK questions to establish NEEDS
- “Communication IS leadership.”
- “Best selection, service and price.”
- “Intuition does not come to an unprepared mind.” = TRAIN
- “Create an air of excitement.”

{via Kip Tindell & the book Uncontainable}
What Does it All Suggest?

What do you want...

Skills directly applicable to the job: 56%
A “good fit” with other team members/organization: 42%
Professionalism/work ethic: 32%
Passion/drive for the job: 20%
Personable/people skills: 14%

REMEMBER: If you can’t find a ‘fit’, don’t settle.

% of decision based on chemistry or ‘fit’...

- About 75% or more: 15%
- About 50%: 30%
- About 25%: 36%

Time taken to decide on not-to-hire...

- Under 1 minute: 5%
- Around 5 minutes: 28%
- Around 15 minutes: 30%
- Around 30 minutes or longer: 15%

63% in 15 mins or less
What’s the Plan: Filling Your Vacancy

Step 2: Screening

Who do you need?
• What are existing strengths and weaknesses?
• Are there additional skills needed?
• Is there an incumbent that you would like to clone?
• Who are you looking for – what are the characteristics of a successful hire?

Step 2:
• Screen the applicants in your pool according to what you asked for in the job posting e.g. minimum and desired qualifications.
• Start looking for interview questions that focus on the skills you need for the job.
• Do you need to do a phone screening to reduce the number of in-person interviews?
• Did you request the PI survey to be sent to the candidates prior to the interview?
• Does your job have a PRO to compare candidates to?
Introduce the Predictive Index into the Interviewing Process

A validated instrument used to measure work behaviors.
Summary of Predictive Index Results

Natural Behavior

Management Style

As a manager of people or projects, Mirabelle will be:
- Broadly focused; her attention is on when she’s bringing her team, and what goals she wants them to achieve, rather than on the specifics of how they will get there.
- Comfortable delegating tasks and implementation once
- Reluctant to delegate true authority, knowing that实施 will take time, and is open to their views points, but will only change her mind when the idea better helps her overall goal.
- Quick to follow-up on delegated tasks, even if it means more work than it was accomplished.
- Constantly looking to improve performance and ability to complete.
- Inclusive and team building.
- Direct and quick to voice her opinion if things are going.

Influencing Style

As an influencer, Mirabelle will be:
- Authoritative in guiding the process towards her goal.
- Willing to keep the process moving along as quickly as possible.
- Willing to take risks to gain agreement with others.
- Flexible in working with others to gain agreement, and creatively utilizes ways.
- Outwardly focused on her audience, actively involving them, and adjusting her style to meet their needs if she feels it will help advance the process.
- Adaptable and adopt at influencing others about intangibles such as ideas or concepts.

Strongest Behaviors

- Proactivity, assertiveness, and sense of urgency in driving to reach her goals. Openly challenges the works around her.
- Independent in putting forth her own ideas, which are often innovative and if implemented, they change. Resourcefully works through or around anything blocking completion of what she wants to accomplish aggressive when needed.
- Patient for results; she puts pressure on herself and others for successful completion, and is a far less productive when doing routine work.
- Risk-taking, daring, and focus on future goals she’s come up with, where she’s going than either how she’ll get there, or where she’s been. Adaptable, operates flexibly.
- Makes decisions and takes actions, along with the proof confirming her decision. Confident in her own ideas and unimpressed with tradition.
- Flexible approach to the book’s often bends the rule and does things her own way. An innovative, out of the box thinker who is untroubled by failure.

Most Consistent Things People What I Need
What’s the Plan: Filling Your Vacancy

Step 3: Interview Questions

What do you need?
• What additional skills and abilities are you looking for?
• What are the characteristics of a successful hire?

Step 3:
• Do you have your interview questions ready?
  • Are they different types of questions?
• Do you have a job related exercise created as part of the interview?
• Do you have the questions comparing the PI and PRO, the Interview Guide, addressing any gaps between the candidate and the job PRO?
• If there is a search committee, have they had time to review the interview questions and discuss the job and what characteristics you are looking for? Do the overall interview ratings align to them?
• Is the search committee prepared e.g. sequence of questions asked, interview packets, business cards?
Telephone Pre-Screen Questions:
- Assess the candidate's overall communication skills.
- Clarify any unclear items on the resume.
- Ask about frequent job changes or gaps in employment.
- Discuss with candidate salary range and requirements.

Behavioral – if candidate gives limited answers – Possible follow up questions for more information:
- What exactly did you do?
- What was your role in this?
- What challenges did you come across?
- Why did you do that?
- Why did you make that decision?

Situational - Use a specific job related situation as the content - ask how to solve a problem or what to do – determines particular skills and abilities.

Follow Up – Probing:
- Could you tell me more about...?
- I'm not quite sure I understood. Could you tell me more?
- I'm not certain what you meant. Could you give me an example?
- Tell me more about what you are thinking.
- Can you give me an example of that...
- What makes you feel that way?

Reflection – to gain a greater understanding:
- So, let me say back to you what I thought I heard you say...
- So that made you think (or feel)...
- So you mean that...

Reflections can:
- Demonstrate to the candidate that the response is understood.
- Rephrase the candidate’s response.
- Let the candidate know you are paying attention.
- Provide the candidate with an additional opportunity to elaborate.

Maybe a Job Exercise?
Also consider:
- **SKILLS**
- **EXPERIENCE**
- **INTELLECT**
- **ATTITUDE**
- **DEMANDS OF THE JOB**

### PRO: WPC Academic Success Specialist

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### PI: Candidate

Legend:  
- Confirm | Explore | * All Candidates

#### (A) Dominance

- ✔️ Give an example where you made a positive contribution as part of a team.

- ✔️ Tell me about a time when you were required to meet the needs of another person.

#### (B) Extroversion

- ✔️ Tell me about a situation when you were required to quickly establish rapport with other people.

- ✔️ Describe a time when you had to influence the thinking of another person.
How do you plan to build relationships and go out and ‘sell’ the school?

Being skillful in dealing with other people on the job is an important factor in being productive. Describe a time when you were successful in dealing with someone because you built a trusting and harmonious relationship.

How do you establish good communication with your supervisor and colleagues?

Describe a time when you stepped into an informal leadership role without being directed/advised to take the role.

What do you do when you are faced with an obstacle to an important project? Give an example.
What’s the Plan: Filling Your Vacancy
Step 4: Making Your Hiring Decision

Go Back through - What do you need?
• What are the job responsibilities?
• Does it have to be filled with the same job title?
• What are existing strengths and weaknesses?
• Are there additional skills needed?
• Is there an incumbent that you would like to clone?
• Who are you looking for – what are the characteristics of a successful hire?

Step 4:
• Review the job posting
• Review all candidates collected information:
  • Job Related Exercise
  • Work sample
  • PI Self-assessment vs job PRO
  • Interviews (phone and in person)
  • Feedback from co-workers, stakeholders
  • Qualifications
  • References and personnel file review when available
• Document the decision to update Kenexa.
extend the job advertisement:
Posting to Social Sites

• Conferences & Association Websites/Job Boards
• Linked In Job Board
• Twitter
• Local Job Boards (i.e. Jobing.com, Recruiting.com, AZ Central/Career Builder)
Social Media & Referrals

- Encourage your team to post job links on their own social media accounts
- Referrals from current employees personal networks are the #1 source for top talent
- “Hire infected people.” – Guy Kawasaki
Checking Back

Name TWO things you will do differently after today when hiring staff? How will you accomplish this?

WHAT:

HOW: