Why is it so hard to hire the right person?
Selection process

Define success → Recruit

Assess/Interview → On-Board

Recruitment

Passive versus active candidates

LinkedIn?

Referrals
Assessment approaches

STRUCTURED INTERVIEW

ABILITY TESTING

PERSONALITY TESTING

Interview skills

Bad interview

- Interviewer does all the talking
- Interview is rushed
- Interviewer does too much selling

Good interview

- A conversation
- Interviewer:
  - Is transparent
  - Prepared
  - Takes notes
Interview approaches

- Group interview
- Submit questions ahead of time?
- Include a diverse group of employees to conduct the interview

Benefits of Personality Testing

- Use of objective criteria
- Can force a discussion of important traits
- Uncovering of undesirable behaviors
- Comparison of candidates across scales
- Benchmark against normative samples
Important personality traits

- Conscientiousness
- Manageability
- Resilience
- Sense of urgency
- Ownership

Important personality traits

- Skill versus Will
- Empathy
- Humility
Effective employees

What Kind of Mindset Do You Have?

Growth Mindset
I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.

Fixed Mindset
I'm either good at it or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Problems with personality assessments

Issues with faking
Use of non-work related scales can cause multiple issues
Lack of expertise for interpretation
Trends in hiring

AI and Chatbots

Video interview submissions

Simulations

Find passive candidates

Determine competencies

Use multiple assessment methods

Hire slow, first fast

Summary of best practices
Case Studies

Discussion Question

- Discuss a poor hire you observed in your career. What steps could have been taken to avoid this?
Discussion Question

- Discuss a successful hire. What steps led to this success?