



Listener Quiz – Hiring People for Excellence

As a senior leader, one of the great joys in life is to watch someone you've hired, blossom in their role, become a high-performer, advance their career and motivate other colleagues to similar performance. The opposite is very painful! This quiz will get you thinking about your practices in recruiting terrific talent.

- Q 1** When recruiting, do you see each opportunity as one to “power-build” the organization for the future?
- Update the Job Description with a future focus
 - Clarify competencies, experience, knowledge attributes desired forward (vs. the same as past)
 - Identify personality dynamics for “fit” and advancement of the team
 - Frame the job opportunity as one to “add-value” to clients and the organization – and set these expectations from the start. In Job Ad, early interview Q's, Follow-up proposal from short-listed candidates.
- Q 2** No “B.S” Hiring Process
- There's no point in candidates OR You the recruiter trying to falsify expectation, capabilities or potential. 6 months from now, failure hurts both sides!
 - So, do you encourage this realistic approach?
- Q 3** Internal Candidates – Do you:
- Discuss what it will be like to Step-Up to a new level of
 - Performance
 - Productivity
 - Accountability
 - Encourage internal candidates to basically “do the job” (if possible) for a few months before actually promoting them?
 - “Acting” position
 - Increased responsibilities assignment with clarity of expectations/reward
- Q 4** Behavioural Interviewing is a fundamental technique these days, but surprisingly still not universally practiced.
- When reviewing past responsibilities off resume or application, do you ask them to recount how they:
 - Handled a problem/opportunity
 - Explain their learning from incidents/projects/initiatives
 - Ask them to explain how they might handle common actions or challenges or decision-making related to the new job?

- Q 5** Win accepting a new job, almost everyone will need to learn some new things. Do you discuss:
- What things they think they will need to learn to succeed in the job?
 - The type/area(s) of support from you/supervisor?
 - 100-day Plan for entering the job and early accomplishments?