

Interview Process

1. View the "How to Hire, How to Fire" tape
Available on video, with audiocassette and workbook accompaniment.

Ordering Information:

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This is a product of *The Effective Manager Seminar Series*, which can be purchased through the:

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2. Develop a profile of what the job requires – lead the group through each of these questions:
 - A. What are the output responsibilities of the job?
 - B. What results are expected of the person to be hired?
 - C. What is the person expected to accomplish on a day in and day out basis?
 - D. What skills will the ideal candidate require?
 - E. What personal attributes or qualities will the candidate require?
 - F. Can the job you have described be done by a single person?
3. Writing the Job Description – can take from what has been developed above
 - A. What is the person expected to do?
 - B. List every function and responsibility
 - C. Set priorities:
 - i. Very important
 - ii. Important
 - D. With whom will the person be working?
 - E. To fit in, what kind of attitude or personality will the person require?
 - F. Write out a clear, detailed description of the ideal candidate for the position. Visualize or imagine, based on your past experience, how the person might appear.
4. Finding Suitable Candidates
Here are the things to look for:
 - A. Achievement or results orientation
 - B. Intelligent questions
 - C. Willingness to work hard
 - D. Sense of urgency

5. Use a multiple interview process; apply the law of three. That is, interview at least three candidates, at least three times, in at least three different locations.
 - A. Have at least one be a lunch – you get to see the person interact with the waitress, manners, etc.
 - B. Trust your intuition, your “gut feeling.” We will ask you to identify why you have that feeling, to put that into words.

6. One Way to Select Properly. The family member method of selection works excellently for many positions.
 - A. Corporate climate, the people mix, plays a vital part in a new employee’s future performance. Will he or she fit in? Will he or she be happy in this environment?
 - B. Would you invite him or her home to have dinner with your family?
 - C. Would you put your son or daughter to work with or under this person? If not, why not?
 - D. Do you genuinely *like* this person?

WHAT KIND OF QUESTIONS TO ASK TO GET AT THE ABOVE?

Reviewed “Spotting a New Leader”

- A. Leadership in the past
- B. A constructive spirit of discontent. If someone says there’s got to be a better way to do this, ask how would you do that?
- C. The capacity to create or catch vision
- D. Practical ideas
- E. A willingness to take responsibility
- F. A completion factor – the person who grabs hold of a problem and won’t let go has leadership potential.
- G. Mental toughness – can face criticism or discouragement
- H. Peer respect
- I. Family respect
- J. A quality which makes people listen to them.