INTERVIEWING & HIRING

## A Guide to Intentional Hiring Disciplines for Kingdom-Minded Businesses

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INTRODUCTION

High-performing organizations are not accidents. They are carefully crafted by bringing together a variety of elements. A well-written and clear mission statement is one component. A stellar business plan with carefully chosen metrics for growth is another. **But the most overlooked, yet critical element is a strategic hiring process.**

In a 1985 essay in the Harvard Business Review, Peter Drucker, known as the "Father of Modern Management," observed that, "by and large, executives make poor promotion and staffing decisions." How often does leadership miss the mark with new hires? Drucker gives an estimate of two thirds. **That means that only 33% of hiring decisions are successful!** He goes on to write that "in no other area of management would we put up with such miserable performance."
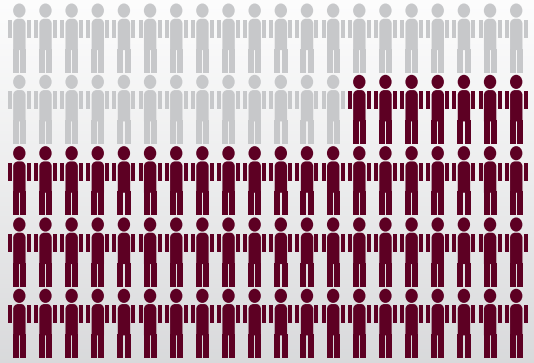
Drucker may not have known it, but he was building a principle on Proverbs 26:10. Who we hire matters and the effects of a careless decision

"Like an archer who wounds everyone is the one who hires a passing fool or drunkard."

Proverbs 26:10

can cause far-reaching damage to the life of the organization. It is therefore essential to identify, hire, and integrate the right people into strategic positions to protect your organization and see it thrive.

A high-performing leader will do whatever he or she can to prove Peter Drucker wrong. The majority of hiring decisions do not need to fail and great executives can avoid common mistakes with intentionality and strategy.

Executives will often focus on their organization's strategy, structure, or finance, relegating hiring and onboarding to a time-consuming chore. Too often, a hiring decision is made hastily, out of necessity. The pressure to hire quickly leads to rushed and shallow interviewing, accepting candidates' resumes and employment claims at face value, and making unwise decisions out of expediency. On top of these challenges, in times of desperation, we often see what we want to and miss red flags. This phenomenon is called *inattentional blindness.*

Hasty hiring processes are not the only challenge.

75%
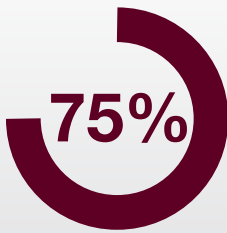
of hiring managers have caught candidates in a lie on a resume.

50%

of applicants will embellish their credentials, according to HR experts estimates.

When a flawed and rushed selection process is combined with flawed candidates, it proves Drucker's pessimistic assessment. How can hiring be reframed as an essential responsibility of stewardship and an exciting opportunity to develop our teams, our culture, our ministry, and the overall results of our organizations?

Predictive Hiring

Finding the right candidate for your open position should not require guesswork or chance. Chad Carter, Chief Human Resources officer at The Gideons International developed a way to ensure hiring decisions are strategic, deliberate, and well-made.

His book, *The Five Attributes: Essentials of Hiring for Christian Organizations*, and his *The Six Disciplines of Predictive Hiring™* address the dual challenges facing leaders: **hiring amidst immediate pressures and the lack of interest or discipline to bring excellence to their hiring process.**

Developing a high performing hiring process is critical if a company wants to become a high performance organization. The investment of time and resources to develop this process is far less than the cost of hiring candidates that ultimately aren't the right fit.

90%

33%

Once the selection criteria have been established, an organization must be intentional about the rest of the process. Rather than guessing about which candidates might be the missing piece to your employment puzzle, this process eliminates ambiguity. **There are Six Disciplines of Predictive Hiring™ that once embraced, will ensure that 90% or higher success rate.**
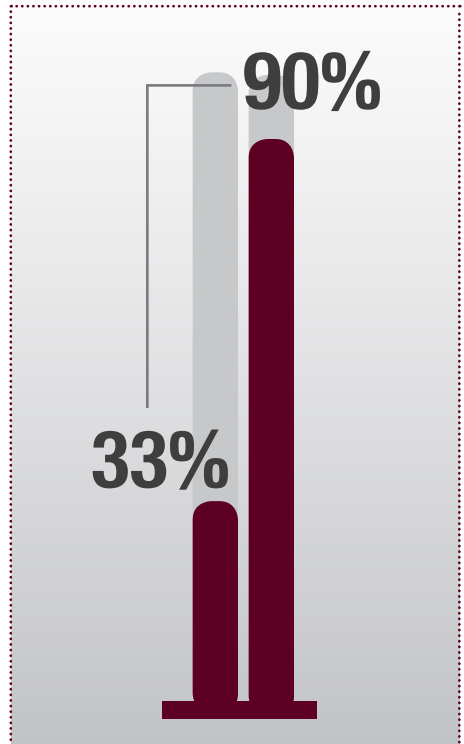
The Six Disciplines include alignment, recruitment, assessment, screening, offering, and measured outcomes.

Alignment

The first discipline involves defining what a "great hire" looks like for your organization, before the interview process. Agreeing on the same definition will ultimately eliminate cost and chaos later on in the process. **Skipping this process could decrease your hiring success rate by 56%.**

Alignment can be achieved by creating a profile, which includes compensation range and any other variables for each open position. This discipline will give you a standard by which to compare all your candidates, so that you don't settle for someone who is almost, but not exactly right.

As with any candidate search, an organization first needs to determine the criteria by which they'll measure candidates. Typically, this list involves skills, education, and demonstrated ability. A predictive hiring process uses that criteria as a foundation on which to build, by adding five basic attributes to ensure that the right candidates are chosen and ultimately hired. **In his book,** *The Five Attributes***, Carter expands on Bill Hybel's "three C's" of hiring by defining Character, Competence, and Chemistry, and including "Calling" and "Contribution."** Carter believes that employers with a culture of ministry should take into account whether a candidate is called to the same mission, as well as that candidate's ability to contribute immediately and in the long-term.

> ## The 5 C's
>
> **Character:** The combined traits that make up a person's individual nature, including qualities such as honesty, courage, etc.
>
> **Calling:** A sense of vocation, especially one believed to be divinely inspired.
>
> **Competence:** The ability to perform a task or function successfully and efficiently; capability.
>
> **Chemistry:** Being able to "fit" within an existing team.
>
> **Contribution:** What the candidate can bring to an existing team or project immediately and in the long term.

Recruitment

The second discipline employs the best candidates by building an employment brand, creating a pipeline for talent, and using the pipeline to find the right people. Prayer is crucial in this step, as God knows who will be the best fit for the organization you are stewarding. Jesus himself prayed before choosing his twelve apostles.

> *"In these days he went out to the mountain to pray, and all night he continued in prayer to God. And when day came, he called his disciples and chose from them twelve, whom he named apostles."*
>
> **Luke 6:12-13**

Assessment

The third discipline of predictive hiring is assessing whether a candidate can do the job and measuring what they have done in the past. A proper assessment considers both the hard and soft skills that will be necessary for a candidate to succeed.

Hard Skills
The expertise necessary for an individual to successfully do the job

Hard Skills Include:

- ✓ Core Competencies
- ✓ Education
- ✓ Experience
- ✓ Knowledge
- ✓ Ability

Soft Skills
The personal attributes you need to succeed in the workplace

Commonly Desired Soft Skills:

- ✓ Communication
- ✓ Critical Thinking
- ✓ Leadership
- ✓ Positive Attitude
- ✓ Teamwork
- ✓ Conflict Management

Screening

A good way to approach screening is to share your mission statement, vision, and core values with the candidate and then ask them to share their thoughts on joining on an organization with those views. As they answer, use the opportunity to listen closely and ask follow-up questions. Ask the candidate to describe how they would support the mission if selected. Screening this way levels the playing field and allows the candidate to earn the position by meeting the standards you set in the interview.

Screening is an opportunity to get to know the top few candidates that have already been selected from a pool of suitable applicants. Bring multiple people into this process—not just an overworked manager looking to fill an open job based on technical ability. Include others with excellent interpersonal skills and engage a range of personality types in the process so that they can compare notes and discuss the pros and cons of each candidate. You may want to widen the circle to include members of the team the candidate would work alongside, your spouse (if this is a family enterprise), and your trusted advisors in order to gain a wide perspective.

Behavior Based Interviewing
Instead of asking "yes," "no," or leading questions, interviewers should ask open-ended questions. These types of questions require candidates to think deeply about their answers and provide thoughtful responses, instead of what they think an interviewer will want to hear.

Example questions:
Describe a stressful situation at work and how you handled it.

Give me an example of a goal you have set and how you went about achieving it.

Tell me about a time you had to make a decision without having all of the information. How did you make your decision. What was the result?

Describe a time when your plan for the day was disrupted. What steps did you take to get back on track?

When assessing the candidate's answers, look for a clear explanation of the situation, actions taken, and outcome.

Once your interview team is chosen, create a setting that will be most conducive to getting to know your candidates. Make sure you are not pressed for time so that you can be relaxed and help the candidate to feel welcome. Prepare questions based on the work you did during the alignment and assessment phases.

During those steps in predictive hiring, you should have determined your company's "deal breakers." Don't be afraid to go over those requirements in the interview. The interview process should be designed to screen out wrong candidates as much as identify the right candidate. During the interview, make sure to spend more time listening than speaking. The interview should not be seen as an opportunity to sell a candidate on why they should work for you, but an opportunity for them to sell you on why they are the best person for your job.

Consider creating an evaluation form for each colleague participating in the interview. **The form should list the qualities you seek for the position with space to rate the candidates from 1-10 in each of those areas.** This tool will help you and your team compare notes and ensure you are avoiding any close calls. At the end of the interview make sure to thank the interviewees for their time.

Sample Evaluation Form

Candidate Name: _____ Interview: _____ Date: _____

Competencies: Communication | Critical Thinking | Leadership | Positive Attitude | Teamwork | Conflict Management

Positive Attitude
Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?

1	2	3	4	5	6	7	8	9	10
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Comments:

Offering

Offering provides the opportunity for a hiring manager to determine what is important to the candidate if they were offered the job. Prior to making any job offer, it's a good idea to make a pre-qualification telephone call. During this call, ask one simple question – "If we make you a job offer, what is important to you?" This small step helps eliminate any last minute fallout that could occur. It is the final fail safe against hiring the wrong person. Be clear about why you selected them, what you expect them to do, what success looks like and what qualities, behaviors and outcomes you expect to see.

Writing an Offer Letter
Write an offer letter to protect both the employee and your company by making expectations clear. Stick to the basics, and have a more in depth discussion about the benefits, job duties, and orientation procedures after the candidate accepts.

Effective job offer tips include:

Make the job offer verbally first

Avoid making promises or implications toward job security; this must be earned by doing an exceptional job

Discuss gaps and how to close them to ensure success

Include a respond by date, giving candidate 5-7 days (including a weekend) to accept

Measured Outcomes

Finally, **the sixth discipline of predictive hiring is measured outcomes**, which will ensure greater predictability for hiring in the future. Measuring outcomes should include soliciting feedback from both new hires about the hiring process and from hiring managers on the new employees. If you want to transform your company into a high-performing organization, measuring outcomes of your hiring process is crucial to your long-term success.

New Hire Integration

A sloppy orientation and integration could cause even the best-matched employees to fail. Once you select your candidate and they accept, you will need to incorporate that new hire into your organization. **You have a limited time to make a good impression on your new employee and ensure that they are seamlessly integrated into your company's culture.**

During orientation, provide a job description that lays out performance metrics, who will review them and when, and the consequences of substandard performance. Make your expectations clear to avoid misunderstandings later. Orientation is also the best time to clearly articulate lines of reporting—both who they report to and, if applicable, who will report to them. Bring in team members who will be under the new hire's area of responsibility to ensure a clean transfer.

Another step of successful integration is to make sure that performance reviews are strategic and meaningful. The outcomes and metrics you articulated during orientation must be easily measurable and clear.

Creative Ways to Welcome a New Employee

► Send a welcome note and small gift to their home before they start, along with a formal orientation package and any paperwork they can fill out.

► Throw a welcome lunch during their first week.

► Have their team members decorate their workspace.

► Find creative ways to engage the new hire that will require them to meet their colleagues, customers, and suppliers.

► Create a buddy system using role models within your company. These buddies can show new hires the ropes and instill passion and the performance standards necessary for success.

These metrics will increase your new employee's performance because they'll know their work will be meaningfully evaluated. Performance reviews should not be seen as opportunities for criticism, but for mentoring, coaching, and encouraging. Consider scheduling a review after the employee's first 90 days to ensure the new employee's successful integration.

Stewarding a high performing organization requires hiring high performing people. By instilling discipline into the hiring process, your company can avoid Peter Drucker's hiring diagnosis and the high cost of employing the wrong person. Hiring doesn't need to be a tedious necessity or a shot in the dark, but can be an exciting way to grow your organization and ministry.

At The C12 Group, **we equip business owners and CEOs with MBA-level tools, insight of others, and best practices through our proven Peer Advisory Groups.** Interested in learning about how you can become a C12 Member? Visit our website at C12Group.com to find a group near you.

5C Framework

With Example Behavior Based Interview Questions[1]

Rate the candidate in each of the 5C's...
(0 is low; 5 is high)

Character - The arregate features
What is the last serious book you read? What did you like best about it? What have you applied or changed as a result of reading it?

What is the hardest thing you have had to forgive in the workplace? How did you handle it? Are you still dealing with it?

(0-5)   Comments:

Calling - A strong compulsion
If you could do one thing for the rest of your life and never get paid for it what would you do?

What do you want from this job that you are not finding in your current position?

(0-5)   Comments:

Competence - Fit, suitable
What brings you the greatest fulfillment in your work?

What causes you the most frustration in your work?

Complete the sentence: "I would be a better leader if..."

(0-5)   Comments:

Chemistry - The intangible quality
What are the three or four adjectives that describe your personality?

Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.

What is your typical way of dealing with conflict? Give an example.

(0-5)   Comments:

Contribution - An individual's ability
What areas of growth opportunity has your previous supervisor pointed out to you?

What steps have you taken to follow-up on these areas?

What value do you think you could immediately bring to the team?

(0-5)   Comments:

(0-25)   Overall Comments:

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1 Questions derived from *Five Attributes: Essentials of Hiring for Christian Organizations* by Chad Carter. *Five Attributes* also contains more than 125 behavior-based interview questions to guide candidate screening.