Just Because the Economy Has Created a Greater Pool of Candidates Doesn't Mean the Candidates are Great – How to Tell the Difference

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Who Is The Metiss Group?

- Employee behaviorists since 1996
- Empowering success for over 300 clients internationally in various industries
- Contributing expertise relating to human behavior in the workplace
- Performance acceleration and selection – leadership challenges, team dynamics, job-people fits

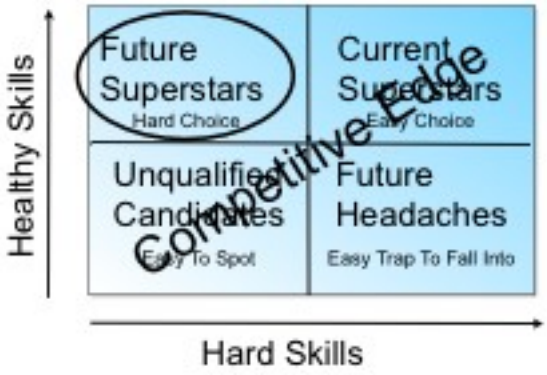
Objectives Of Session

- Know what attracts and inspires superstars
- Understand the value of a selection process
- Introduce selection process basics
- Understand how talent assessments can be use to objectively evaluate candidates
- Have fun

Great Hire/Bad Hire Exercise

- List Attributes of a Bad Hire
- List Attributes of a Great Hire

Candidate Selection Matrix



Competitive Edge

7 Reasons Employees Leave

- Job not as expected
- Job doesn't fit talents and interests
- Little or no feedback/coaching
- No hope for career growth
- Feel devalued and unrecognized
- Feel overworked and stressed out
- Lack of trust or confidence in leaders

Result of a poor selection process

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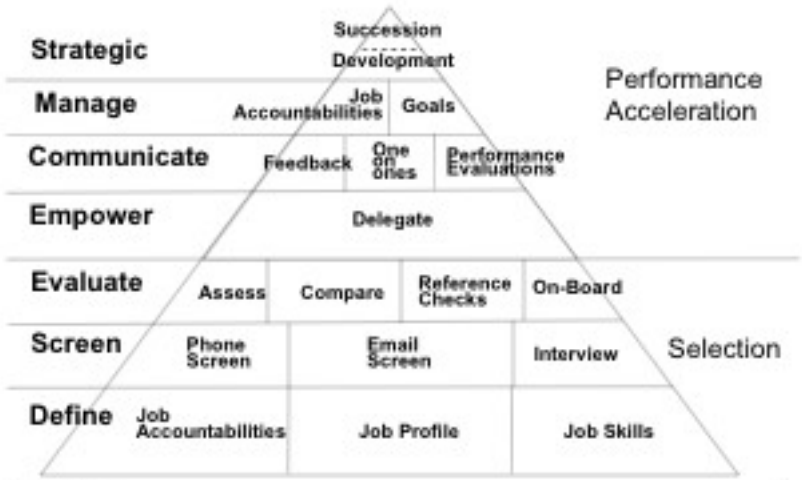
How Good Is Your Selection Process?

- Do your employees respect the new hire for succeeding in your selection process?
- Would your employees cringe if they had to go through your selection process?
- Do weak candidates drop out of your selection process because it is too hard?
- Are superstars attracted to your company because your selection process ensures weak candidates are not hired?
- Does every new hire, without exception, go through your selection process?

Select, Retain, and Accelerate Model



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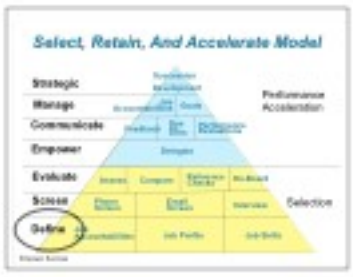
Job Definition

Build "Round Hole"



Definition Screening Evaluation

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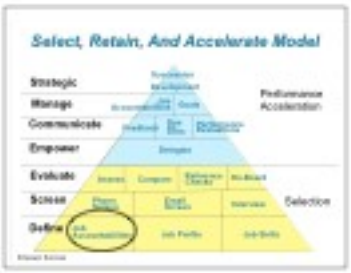
Define Job Accountabilities

- 3 to 5 accountabilities
  - Activities
  - Priorities
  - Percent of time
  - Success factors



Definition Screening Evaluation

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Job Accountabilities Example

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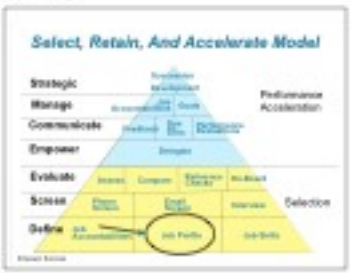
Determine Ideal Healthy Skill Job Profile

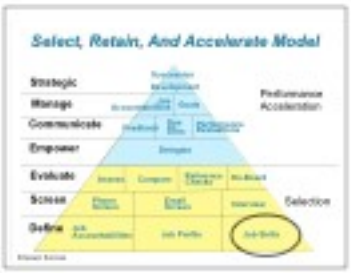
- Personal skills
- Behavioral style
- Workplace motivators



Definition Screening Evaluation

Determine Hard Job Skills

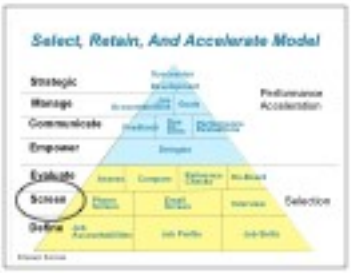
- Education
- Experience
- Salary range



Definition Screening Evaluation

Screen Candidates

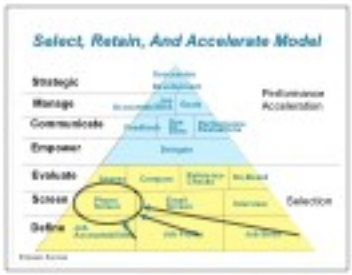
Find "Round Pegs"



Definition Screening Evaluation

Phone Screen

- Schedule phone screen
- Future contact
- Review salary requirements
- Confirm resume accuracy
- Ask the same questions for all candidates
- Ask two to three job-related behavior based questions
- Drive for specifics



Definition Screening Evaluation

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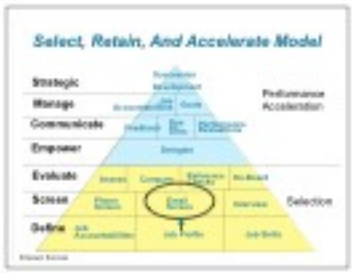
Core Values Email Screen

- Email exercise to candidate
- Ask to describe demonstration of core values
- Ask to respond as if to supervisor
- Look for:
  - Proper writing skills
  - Values fit
  - Email savvy



Definition Screening Evaluation

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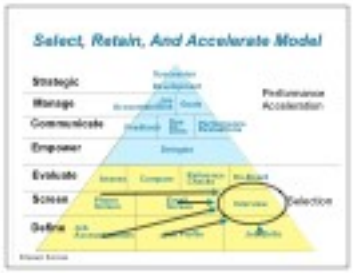
First Interview

- Sell company
- Describe position
- Challenge candidate on accountabilities
- Thoroughly review resume
- Ask behavior based questions – drive for specifics
- Review email screen response
- Look for reason NOT to hire the candidate
- Indicate will be back in contact and may be asked to take assessments



Definition Screening Evaluation

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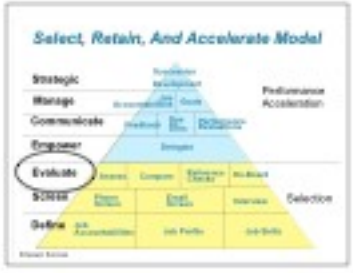
Evaluate Candidates

Choose The Best "Round Peg"



Definition Screening Evaluation

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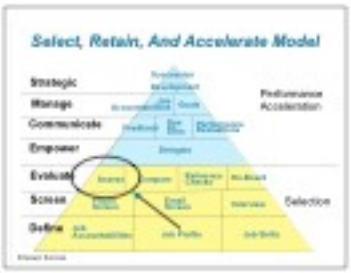
Assess Candidates

- Assessments not "tests" or "personality tests"
- Should not be used as the hire/ no hire decision



Definition Screening Evaluation

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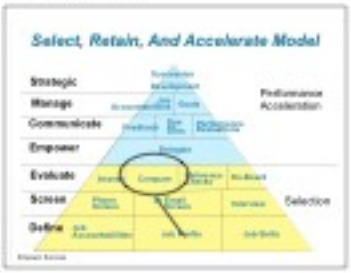
Compare Candidate Results To Ideal Profile

- There will be no perfect fit
- Focus on gaps
- Look for "deal breakers"



Definition Screening Evaluation

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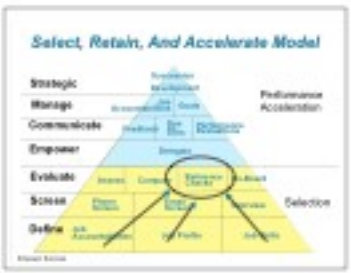
Reference Checks

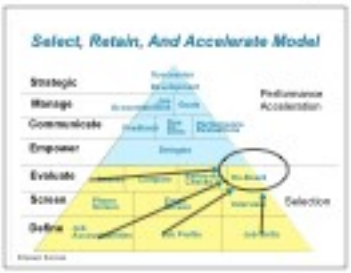
- Objective: to position candidate for success
- Two to three per candidate
- Schedule 20 to 30 minutes
- Candidate resolves scheduling challenges
- Describe position
- Probe gaps uncovered in assessments
- Ask several gap-related questions
- Push for details and specifics
- Ask if can call again should other questions arise



Definition Screening Evaluation

Selection And On-boarding

- Making the offer
- Runner-up communications
- On boarding



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