

Observations from the Bridge

Industry Staffing News

For the Industrial and Consumer Goods Industry

In This Issue

[You're Not Interviewing For the Job You Think You Are](#)

[10 Classic Hiring Manager Interviewing and Recruitment Blunders](#)

You're Not Interviewing For the Job You Think You Are

By the time I'm considering a senior-level candidate, the final decision rarely comes down to their ability to relate a prior experience or convince me they can perform specific tasks in the job description they're interviewing for. Frankly, if I'm doing my job, by the time they get to me the candidate's experience and proficiency has been vetted and established.

What I'm looking for is what they are going to be able to do to make us successful beyond their job description.

How does the individual sitting in front of me relate to people, approach unusual challenges, flex when blind spots are exposed? In essence, I want to find out not just how they "fit" their defined functional role but how they will be able to quickly adapt and make decisions that will have impact well beyond it.

Those able to spot opportunities for change, early, and flexible enough to move strategically toward addressing them, even when they may be outside business-as-usual parameters, are going

Hot Topic - "Hire Smart, or Manage Tough":

In today's business environment, managers often face real challenges hiring the right people for their company. Frequently, managers commit blunders using ineffective recruiting tools and tactics that result in hiring the wrong person. Often, candidates are chosen without taking the hiring company's culture and values into account. It is important for companies to recognize the significant consequences of hiring the wrong people.

The following article describes ten classic hiring blunders and also shows a few best practices in recruiting the best people available.

If you have experienced challenges in finding and selecting top professionals, we can assist you in recruiting and hiring the right people for your organization. The assistance of recruiting firms can help mitigate these problems dramatically.

Please contact me, if you have any further questions.

Sincerely,

Joachim "Joe" Woerner
Managing Director

The Q Works Group



10 Classic Hiring Manager Interviewing and Recruiting Blunders

From what I've seen, few hiring managers fully appreciate what it takes to find, recruit and hire top people. Most use a hodgepodge of homegrown techniques that sometimes work, but most times don't. When things go bad, though, they complain it's the recruiter's fault, HR's, or bad company policy. Here's my list of common blunders that are actually to blame.

[10 Classic Hiring Manager Interviewing and Recruiting Blunders:](#)

to add disproportionate value. Most of the best executives I've observed take their roles well beyond what an organization can even contemplate at the time of an open position. Further, they have enough emotional intelligence to be able to push the organization forward without leaving a cloud of smoke in their path. I want those people on my team and I try to use the interview and vetting process to find them.

If proficiency in the skill set can be presumed, I might ask interview questions about flexibility and off-the-top-of-one's-head decision making to an analytical thinker; or perhaps I'll push a discussion of business specifics and timely action with someone seeking a more traditionally "creative" position. Give me the marketer who sees that their role goes far beyond a piece of key art to promote a new show, for instance, and actually understands that marketing truly lives in the center of our organization. Or a finance person who is energized - and not paralyzed - when the story the numbers are telling and the aspirations of the business seem to conflict at forecast time.

The assumption I'm comfortable making in interviews, if a candidate has made it this far, is that they can do the job they were brought here to talk about. What I really want to get down to is their ability to perform beyond the specific functional tasks that are written on the paper in front of us.

By: Charlie Collier

Quick Links

[Visit our website](#)

for further information about our services.

1) Many managers are unable, or unwilling to attract and hire people who are stronger than themselves. The best people want to work for leaders who can help them grow and develop. Hiring managers can minimize this problem by openly discussing the issue, and then making sure their candidates meet some of the manager's best current and former team members.

2) Conservative managers demand an arbitrary set of skills and experiences before even seeing candidates. Skills don't predict performance. The best people accomplish more with less. That's why they're the best. Using performance-based job descriptions to define the work, rather than traditional skills-infested job descriptions, can help avoid this blunder.

3) Most technical hiring managers overvalue technical brilliance. Getting stuff done on time and on budget, with limited direction and limited resources, is often far more important than being technically smart. Hiring managers need to look at all of their "brilliant" hires to see if there is a tendency to hire people who over think, but under deliver.

4) Many senior hiring managers over trust their intuition or their gut. To justify this, they point out the great people they've hired, but never consider the better people they didn't hire as part of their hiring mistakes.

5) Most hiring managers give too much credence to people who are assertive, affable, attractive and articulate. These are the "four A seduction factors." Unless the job fit is right, the cultural fit is right, and the fit with the manager's style is right, none of these factors predict on-the-job performance. For proof, consider all of the people hired who make great first impressions, but underperform, as part of the blunder pool.

6) Some managers actually say, "I'll know the person when I see him or her." This is a cop-out. It means they don't know what they're looking for. Since great people want to know what they'll be working on before taking the job, hiring managers who don't define the job ahead of time, won't be seeing or hiring any great people.

7) Too many managers naively think they can charm or oversell a hot prospect. Hyperbole and BS is a recipe for overpaying for underperformance. Good recruiting is about getting a candidate who is not looking, or has multiple opportunities, to see the job as a career move, not a compensation one. This can't happen unless the hiring manager has clarified expectations upfront and has

conducted an in-depth Performance-based Interview.

8) Many managers have a tendency to hire people who are competent, but lack motivation or need too much direction. This happens when the emphasis of the interview is on skills and competency rather than motivation to do the actual work required. Despite the fact that clarifying expectations up-front has been shown to be the primary source of job satisfaction and self-motivation, most managers fight the obvious. If you know anyone who was surprised or disappointed by the work they had been assigned when first hired, you've experienced the problem first hand.

9) Managers rarely consider their personality or management style when selecting team members. For the new hire, the hiring manager's style represents more of the company culture than any other factor. Managerial fit is rarely considered during the interview, yet it's one of the prime contributors to underperformance.

10) They ignore or misjudge "soft skills." Soft skills should be considered everything that's non-technical. This includes getting work done on time, persevering, overcoming setbacks, organizing and prioritizing work, influencing others, taking the initiative, being committed, and coaching others, to name just a few. People don't underperform due to lack of technical skills; they underperform due to a lack of soft skills.

All of these issues need to be addressed in order for a manager to make the best hiring decisions possible. Finding, interviewing and hiring top people are not an inborn skill. Unfortunately, most hiring managers believe it is. That's why the blunders persist. Many years ago I heard Red Scott say, "*Hire Smart, or Manage Tough.*" It seems like a pretty good guideline for all managers, even today.

By: Lou Adler

References

If you know somebody who wants to look at a next career step, please let us know.

We will keep all information highly confidential.

Our success is based on your referrals! Thank you!