



RAY HODGE
THE EFFICIENCY DRIVER

RECRUITING ENTHUSIASM AND SKILLS

One of the challenges that all businesses experience is recruiting people equipped for the specific role and responsibilities they are required to fulfil. Along with that is the more onerous task of employing someone who is teachable and enthusiastic. Get it wrong upfront and you'll pay for it down the track. One of the errors made in the recruitment process is the almost exclusive focus on technical skills, forgetting that there is a whole other package that comes with the person in front of them. Getting the right person for the right role certainly involves their capabilities based on technical expertise but the personal package also includes:

- How they will fit culturally with your organisation
- Enthusiasm and passion for their work
 - Behavioural fit
 - Teach-ability
 - Personal goals and values
 - Health and family situation

A. Suggested Recruitment Process

Here is a process I use when working with companies to ensure that the person selected is as close to the right person required as possible.

1. Establish a position description that identifies key areas such as roles, related responsibilities and performance measures etc. You can find a free basic template titled 'Position Description' here at <http://www.rayhodge.com.au/category/templates-and-tools/>
2. Identify what type of person and behaviour is best suited for the role. Examples might include:
 - Administration Assistant - detailed and routine oriented
 - Business Development Manager - fast paced people person but also some level of detail orientation
 - Receptionist – moderate paced warm people person
 - Safety Officer - slower paced analytical person with high attention to detail
3. Advertise the position based on the details from the position description
4. Conduct an initial phone interview based on the CV/resume that has been sent through
5. If proceeding to a personal interview, send out an application form. You can find a free 'Application for Employment' that I have created at <http://www.rayhodge.com.au/category/templates-and-tools/>
6. Personal interview. Once you know they can do the job technically, focus on the 'person' to ensure you gain a good understanding of who is in front of you. Intentionally side track into their personal world. These sidetracks can provide you valuable information about your potential new team member. Talk through their responses to the questions in the application form and create more of your own if relevant. Tell them that you value people being open around their challenges and failures. Disclosing something personally about yourself and where you have either failed or feel challenged can help them open up and be a little more transparent
7. Background checks. Make sure you do these. Many bypass it and regret it later.

8. Conducting a behavioural profiling exercise on the final selection of potential candidates can help determine the behaviour required for the particular role and then seeks to ascertain the behavioural match of the person to that role.

There are obviously other steps that you can employ here. The key is adapting it to your particular organisational requirements.

Many employers 'grab' the first person that shows interest if they are technically adept. Be proactive and assertive in the responses to your recruitment campaigns but take the time to work through the process thoroughly. And to re-iterate - if you get it wrong up front, you'll pay for it down the track. There's a 'whole' person that comes with the skills.

B. Ascertaining Enthusiasm and Teach-ability

1. Enthusiasm

Here are some key questions to ask when it comes to enthusiasm.

- What's your dream job?
- Why are you applying for this position?
- What do you love to do?
- What do you dislike?
- Where do you see yourself in 5 years time?
- Tell me about a time in your current or previous work where you were intensely motivated?
- Where you were bored?
- What things in life do you do where you lose track of time?
- Why have you chosen this industry to work in?

Also...

- What research have they done on your company?
- Do they display general enthusiasm and eagerness to learn and try new things?

The key here is to watch where the person lights up and comes to life which is often indicated by faster speech, eyes lighting up and more animated body language. Also when they over talk, it can indicate a subject they are passionate about. If you are dealing with more of an 'analytic' as opposed to a more 'expressive' person this can be a little harder to gauge.

2. Teach-ability

Here are some key questions to ask when it comes to teach-ability.

- Tell me about what you have been learning, reading etc?
- What areas do you feel you need to grow most in?
- If you were to be successful in this application, what areas would you see you would have the most challenge with?
- How would you deal with those challenges?
- Tell me about a time how you handled criticism or a constructive critique from your boss?
- Tell me about a time how you handled criticism or a constructive critique from your peers?
- What did you learn from this?
- What did you do about this?
- How do you stay up to date with this industry?

Summary

I find that many employers interview based on skills assessment (90%) and the remaining 10% on other matters. It is much more important to spend the appropriate time upfront in your interviews to understand the motivation, enthusiasm and teach-ability of a person, not just their skills because if you sacrifice here you will pay the price down the track if you employ the wrong person.

Ray Hodge speaks and consults to businesses and organisations, a notable event being the Department of the Australian Prime Minister and Cabinet. His emphasis is on improving critical efficiencies to dramatically increase key results. He has coached and provided consulting services to leaders and teams for over 25 years.