

# Recruitment & Selection Toolkit

Great Ideas & Strategies for Talent Management



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October 2013

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# RECRUITMENT PROCESS

Have a <b>POSITIVE ATTITUDE</b>	<i>Check your beliefs about the likelihood of finding the right person and recruitment process</i>
<b>Design &amp; Write the JOB DESCRIPTION</b>	<i>Clearly articulate all the outcomes, KPIs, tasks, duties &amp; responsibilities of the position. Hours, Days and Remuneration. Bonuses.</i>
<b>Design &amp; Write the PERSON DESCRIPTION</b>	<i>Clearly articulate all characteristics—personality, location, commitment of the ideal applicant</i>
<b>Design, Write &amp; Place the Perfect Recruitment Ad</b>	<i>Design the perfect ad to attract the right candidate using the right headline, hooks and bait. Place ad in appropriate media for the position.</i>
<b>Review and Summarise all Applications &amp; Resumes</b>	<i>Read, prioritise and assess all correspondence that is mailed and emailed in response to ad. Check against job &amp; person description.</i>
<b>Initial Telephone Screening Of Applicants</b>	<i>Telephone the top Candidates (~10) and check phone manner &amp; personality, resume questions. Make appropriate appointments to meet. &amp; SEND OUT FIRST REJECTION LETTERS.</i>
<b>Initial Interviews of Screened Candidates</b>	<i>Meet and Interview the best Candidates (~5) in the workplace. Ask lots of behavioural questions to assess desired future behaviours. Identify the best referees to call (others).</i>
<b>Conduct Personality Profiling</b>	<i>During the initial interview phase conduct personality profiling tests on any potential recruits.</i>
<b>Personality Profiling Reporting</b>	<i>Process Personality Profile tests and assess Suitability for position—strengths/ weaknesses.</i>
<b>Reference Checking of Final Candidates</b>	<i>Call Referees and ask suitability questions. Identify past workplace behaviour practices.</i>
<b>Complete Shortlist And conduct final interviews</b>	<i>Select 2 or 3 candidates for final interviews. Ask supplementary questions—involve team.</i>
<b>Send More Rejection Letters</b>	<i>Send More Rejection letters to eliminated candidates—suggest that all applicants were very good.</i>
<b>Design &amp; Send letter of offer to Chosen Candidate</b>	<i>Send Letter of Offer to Chosen Candidate with Terms and Conditions of Employment which have been finalised and agreed at final interview.</i>
<b>Wait for acceptance and send remaining Rejection letters</b>	<i>Confirm starting date and get signed acceptance before sending remaining rejection letters.</i>
<b>Supervise Induction program and Integration.</b>	<i>Assist with planning an induction program and coach management on welcoming new employee.</i>

# 15 STEPS TO SUCCESSFUL RECRUITING

By David Staughton – [www.bighat.com.au](http://www.bighat.com.au)

## THINGS TO AVOID IN RECRUITING (generally)

- Poaching people from other competitors
- Rehiring old staff that left once before
- Hiring people on a lower salary than previous positions (Especially MUCH lower)
- People who live more than 30 minutes away
- People with very patchy work history – change jobs too frequently
- People from Government sponsored work programs

## 15 Steps to Finding the Perfect Person to fill your team

### **STEP 1: Change Any Poor BELIEFS about recruiting – Think Positive**

Replace “I am not good at recruiting”  
“I can’t find good/motivated people”  
“These people are really hard to find”  
With: “I am a great recruiter”  
“This job will be easy to fill”  
“I am much better than a recruitment agency!”

### **STEP 2: Compile a Full JOB DESCRIPTION for the position**

Job Outcomes – what do they have to achieve?  
How will they know if they are doing a good job?  
KPIs – How will they be measured?  
Tasks required  
Responsibilities  
Salary Range -  
Hours /Days  
Location  
Other Benefits – Bonus, Commission, Rewards, Car, Phone, Laptop, Travel,  
Meetings, Client Entertainment (F1, Football, Cricket, Horses)

Work out your BAIT: Consider the Person who is best for the Job - What’s important to them in this job role? (Their values). This is different for every type of job in the company. Is it:

- Interacting with People
- Money focused – commission based
- Career possibilities
- Growth
- Personal Development
- Have Fun
- Excitement
- Challenge
- Leadership
- Family
- Caring
- Learning / Knowledge/ Training

If you have an existing perfect role model for the role ask them two questions to find their values.

What’s important to you about working for #insert company name#? And  
What’s important to you about being a #insert profession#?

Remember the Motivators and De-Motivators - Herzberg’s 2 factor theory –  
Avoid demotivators like poor working conditions, low salary

### STEP 3: Develop a detailed PERSON DESCRIPTION for the position

This is Often overlooked but is a critical step in finding the right person.

Type of Personality – Driver, Expressive, Amiable, Analytical (DISC profile)

Character Traits wanted – strengths or weaknesses

Location – usually within 30 minutes drive

Any preferences required – young/old, M/F, exclusions (NOT DISCLOSED)

Personality profiling results or type

Intelligence level

### STEP 4: WRITE THE PERFECT SEEK AD

SEEK ads are great for attracting job seekers and people from overseas, but not for people who are currently happy in their job and NOT looking.

Choose Your Seek Category Carefully

Do some research on Seek and see if you can find some examples similar to the type of position you are offering. Make sure your position is in the correct category or your prospective applicants won't find your ad.

JOB TITLE: Choose the Job Title wisely – its better to rename the job title to something more general if it is too specific.

DESCRIPTION: Use your 150 characters wisely. This is the header of the ad that most people look at – many people will only read this bit. Make it sizzle with WIIFM – what's in it for me. Use the values hooks described above and keywords appealing to the personality type of person you are looking for.

#### BASIC AD OUTLINE

You'll need
*
*
*
You'll be
*
*
*
About Us
(Insert: A truly inspirational vision of how good this company could be)

Main Ad Design

WIIFM first – More Sizzle – why you should join us.

Use Dot Points

Minimum Basic Requirements written in a upbeat tone

Not "You must be X, X ,X (Character traits) because everyone thinks they are  
It's better to not mention the salary unless the job is >\$50k.

List your ad at [www.seek.com.au](http://www.seek.com.au) for \$120+GST – invoiced direct to clients.

#### TIPS & TRICKS For SEEK

Ads come up on the screen in date order (if the ad is in a busy category pay the extra money to relist weekly – don't wait for expiry)

When NOT to use seek – simple jobs, local paper type people, jobs appealing to non computer users & tradespeople etc.

## OTHER THAN SEEK

LinkedIn or [www.careerone.com.au](http://www.careerone.com.au)  
Daily Papers e.g. The Age, Herald Sun  
Local papers  
Industry Contacts or Magazines  
Association Magazines  
Direct Approach

## HIGHLY TECHNICAL & RARE PEOPLE POSITIONS

For highly technical jobs requiring specific experience and skills. Think outside the square. Focus on how to find this person.

Q1: Where would this person be now ?  
Competitors, Government, University, Overseas – e.g. Sth Africa  
Q2: What magazines/newspapers would they be reading?  
Association newsletters, Conference papers  
Q3: What would they be attending?  
Events, Conferences, Education sessions  
Q4: How could I get my ad in front of them?

## STEP 5: REVIEWING RESUMES & COMPILING A SUMMARY TABLE

Sort the Seek emailed responses into a separate email directory.  
Review each resume on screen and move to 'Seek Rejects' directory if req.  
Enter basic data into a Summary Table – Name, Phone, Key criteria – this is useful when prioritizing and rejecting candidates and setting appointments.

## STEP 6: SELECTION A - TELEPHONE SCREENING

Many candidates can be screened quickly by phone for attitude, phone manner and their knowledge of a range of technical skills or experience.  
Choose questions. Organise appointments with selected qualified Candidates.

## STEP 7: SELECTION B – Hold INITIAL INTERVIEWS (Up to 10)

Ask some behavioural questions at the interview. – questions about past behaviours  
Probe why this person left every job – check for gaps  
Check any dates inconsistencies  
Ask for examples of how they did things  
Check technical competency  
Ask them the salary

## STEP 8: SELECTION C - PERSONALITY PROFILING – ADMINISTER TESTS

Consider using  
DISC analysis – behavioural profiling  
MBTI – Values profiling  
Kolbe Conative index.

Remember that “past work history” has shown to be the best indicator of future performance and past behaviour is the best indicator of future behaviour.

## STEP 9: PERSONALITY PROFILING – TEST PROCESSING & REPORTING

Get some advice on interpreting your profile test.

## **STEP 10: REFERENCE CHECKING**

An essential step to check if they are who they say they are.

Ring past employers and ask a detailed series of questions to see whether they would reemploy this person.

**Always ask “Would you re-employ this person?”**

## **STEP 11: SELECTION E - FINAL INTERVIEWS (up to 3)**

Management team should be involved in this interview.

Interview the best candidates LAST.

Let management team ask any desired questions.

### **OPTIONAL TEAM INTERVIEW**

Should include some members of the team who this person will work with.

Let the team members choose whether this person is employed.

## **STEP 12: SEND REJECTION NOTICES TO FIRST INTERVIEWS**

Reply by email and thank all applicants – they were very close but missed out.

## **STEP 13: LETTER OF OFFER**

Make sure the letter of offer is exactly as discussed in the interview

## **STEP 14: SEND REJECTION NOTICES TO ANY OTHERS.**

## **STEP 15: INDUCTION PROGRAM & TRAINING**

Make sure the person gets the best possible start to their employment

# OUTSTANDING EMPLOYEE CRITERIA

*This is my guide to the best attributes of an outstanding Employee*

## ATTITUDE

- Positive Attitude (not negative) – looks for the best, does not criticize, condemn or complain
- Caring – cares about other people
- Team player – not too selfish or self interested
- Attentive - Awareness of surroundings - sensory acuity
- Energetic – not sluggish or lazy
- Good Morale – positive spirit & energy
- Honest – tells the truth consistently
- Integrity – does what they say they will
- Takes Action – implements things
- Self Starter – does not require constant external motivation
- Contributor - Not a clock watcher – puts in extra effort / extra unpaid time “loves the job”
- Even tempered - Does not easily anger
- Confident – believes in themselves, high self esteem / self worth (good self talk)

## PRESENTATION

- Looks – Attractive, Good Looking or dorky looking or ugly
- Weight – not overweight
- Hair – neat and respectable
- Face – pleasant face, intelligent look, clean shaven
- Neatness – neat appearance uniform etc
- Not too Weird – Piercings, Bright/ Shaved Hair, Tatts – distracts customers

## RAPPORT

- Articulate – easily understood – no heavy accent
- Smiley – smiles a lot
- Friendliness – uses jokes
- Uses a person’s name in conversation
- Comedian/Funster - uses fun, jokes and comedy wisely in selling
- Demeanour (Posture & language) – is naturally confident but can act submissively (not Aggressive, Overly Assertive or Passive/Dead pan)

## INTELLIGENCE

- Reasonably intelligent (not dumb) - Smart (test maths skills)
- Uses systems / Designs & Develops own systems or routines
- Thinks Ahead / Plans ahead
- Learns Easily & Learns from Mistakes

## SALES SKILLS

- Learns something from each sale
- Has Selling Experience
- Sales Script / Language Use “patter”
- Uses a person’s name in conversation
- Gives positive feedback /interaction to customers
- Uses different sales approaches for diff clients

## KNOWLEDGE & EXPERIENCE

- Likes to Learn
- Required Knowledge & Experience
- Life Experience (Experience of Different People)
- Makes Recommendations / Gives Opinions



# REFERENCE CHECKING

## STRATEGIES

- Introduce yourself formally
- Make sure you know who you are talking to (check them out) – call reception and ask.
- For F/Time hires – You choose the referees – Tell them who you would like to contact.

## REFERENCE CHECK QUESTIONS

- What were the beginning and ending employment dates for this person?
- What was this person's beginning and ending salary or pay rate?
- What positions did the person hold?
- Did this person earn promotions?
- What were the individual's most-recent job duties?
- Why did the person leave your company?
- **Is there any reason why your company would not rehire this individual?**
- **Would you recommend this person for a position at another company? Why or why not?**
- How did this person's performance compare to other employees with similar job duties?
- In your opinion, what are this person's Strengths? Weaknesses?
- Did this person get along well with management and peers?
- Was this person a team player?
- Was this person a motivated self-starter?
- Did any personal problems affect this individual's work performance?
- Do you think this person will perform well as a [job title]?
- What kind of job is best suited for this individual's abilities?
- How would you describe the individual's overall performance?
- Is there anything of significance you'd like to add?

## FOR MANAGEMENT ROLES

- How would you describe the individual's leadership, managerial or supervisory skills?
- Does the person communicate well orally and in writing?
- How do you rate the individual's ability to plan short-term? Long-term?
- Did the person make sound and timely decisions?
- Did the person get along well with management and peers?
- Was the person respected by their subordinates?
- Did the person plan, administer and make budget well?
- How would you describe the individual's technical skills?
- Did the person demonstrate honesty and integrity?
- How well did the person manage crisis, pressure or stress?
- Describe the individual's ability to attract and counsel top talent.

## TOP 3 QUESTIONS FOR REFERENCE CHECKING

- Would you re-hire this person?
- (Describe job) - Would you recommend this person for that type of job?
- Can you give me some examples of them doing (an important skill)?

## PHONE SCRIPT

"Is this (referee name)?" . Great.

"Hi! I'm (your name), the (position) in (location).

I'm ringing to reference check one of your past employees – (Candidate name). Do you remember much about him? I am considering hiring him for a position as (position).

"Can you tell me a bit about him"

*Ask more questions*

## REFERENCE CHECK

CONDUCTED WITH:  
JOB TITLE:  
COMPANY:  
PHONE:  
NAME OF APPLICANT:  
DATE:

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1. How long have you known the applicant?
2. In what capacity have you known the applicant?  
(i.e.: employee/colleague/friend or family/business associate)?
3. What period of time was the applicant employed by your company?
4. Was the applicant directly responsible to you?
5. What position did the applicant hold in your company?
6. What were his/her duties/responsibilities?
7. Did the applicant have any staff reporting to him?
8. How would you describe the applicant's work performance?  
(Please give detail commentary on his/her technical competence)
9. Was the applicant's performance to the company's satisfaction?
10. What do you consider are the applicant's strengths?

11. **What do you consider are the applicant's weaknesses?**
12. **How does the applicant relate to his/her peers?**
13. **Was the applicant considered promotable within your company?**
14. **Did the applicant leave of his/her own accord?**
15. **Did the applicant have a good attendance record? (i.e. sick leave, punctuality)**
16. **Please describe, as best you can, the applicant's personality?**
17. **Are there any question marks concerning the applicant's honesty and integrity?**
18. **What career position in your opinion, would the applicant be ideally suited to?**
19. **What other general comments/observations would you care to make?**

# CHARACTER FIRST

Focus on the desirable Character Qualities in Your Staff. Develop their Strengths!

What you FOCUS on EXPANDS!

Used regularly in Meetings, Staff Stories, Awards, Rewards, Staff Recruitment, Coaching & Counselling Sessions.

Case Study: COSTA FRUIT (Vic)

[www.characterfirst.com.au](http://www.characterfirst.com.au)

## 49 Character Qualities

Alertness	Diligence	Humility	Security
Attentiveness	Discernment	Initiative	Self-Control
Availability	Discretion	Joyfulness	Sensitivity
Benevolence	Endurance	Justice	Sincerity
Boldness	Enthusiasm	Loyalty	Thoroughness
Cautiousness	Faith	Meekness	Thriftiness
Compassion	Flexibility	Obedience	Tolerance
Contentment	Forgiveness	Orderliness	Truthfulness
Creativity	Generosity	Patience	Virtue
Decisiveness	Gentleness	Persuasiveness	Wisdom
Deference	Gratefulness	Punctuality	
Dependability	Honor	Resourcefulness	
Determination	Hospitality	Responsibility	

See also MARCUS BUCKINGHAM's Books on Strengths-Based Leadership

# HILTON's 9 COMPETANCIES FOR HOTEL MANAGERS

1. **People Management**
2. **Influence**
3. **Communication**
4. **Developing Relationships**
5. **Planning**
6. **Analysis**
7. **Decision Making**
8. **Commercial Awareness**
9. **Resilience**

## PEOPLE MANAGEMENT

Consultative

Control & Encourage

Morale & Motivation

Develop Skills & Take Responsibility

Effectively Delegate

Procedures used to monitor performance – on arrival, monthly & informal reviews

## INFLUENCE & PERSUASION

Assertive in Communication

Logical Arguments

Reduced conflicts in the Workplace

## COMMUNICATION

Confident Oral communicator

Written Communication skills

Inside & Outside workplace

Listening skills (2 ears 1 mouth)

## DEVELOPING RELATIONSHIPS

With others external to company

Approachable

Understanding of Cultural differences

Interpret cultural signals

## PLANNING

Thinking ahead

Accurate forecasting of future occupancy

Prioritize work

Meet deadlines

## ANALYSIS

Spot emerging trends

Get Relevant info

## DECISION MAKING

Identify a range of alternatives

Takes calculated risks (Avoids inaction/ignoring things)

## COMMERCIAL AWARENESS

Understands financial targets

Watches the economy

Latest information

## RESILIENCE

Calm & composed

Effective

Enjoys a busy workload

Can "Switch off"

Can fit working hours into life

Responsive to business emergencies (Quickly & effectively – all hrs)

## Testing for Competencies

- Behavioural Interview – identify desired behaviour in the past – use a skilled interviewer - “Think about events in your past that reflect the competency – a specific event that shows your skills.
- Personality Test
- Reference Checks – we choose the referee (based on interview) and check with applicant to get details.
- Assessment Centre testing  
Numerical, Verbal Reasoning, Psychometric testing

***“Past behaviour is best indicator of future behaviour”***

Avoid Job Hopping candidates – want career progression – sideways & upwards

Trial Assessment – 3 days in the pot boiler – under pressure

## Leadership

Looking for motivating, empowering & inspirational managers with incredible resilience, long hours and able to deal with difficult guests.

Hilton’s recruitment specs for the new Sydney Hilton:

***Sexy & fit with an “out there” Attitude – Weird Hair and Piercings are OK***

## Group Interviews

***Draw a picture of an animal that best describes themselves and explain it.***

## ALTERNATIVE EMPLOYMENT STRATEGIES:

**Part Time work & Working Mums** – Job sharing puts pressure on team but keeps great people with flexible hours.

**Work/Life Balance** – Work from home 1 day per week utilizing technology – Responsibility to get the job done. People can get more deep thoughts away from the workplace phone.

## Retaining a Casual Base –

Mostly School & Uni kids – must schedule the available work to suit them – not use a dictatorial roster system. Balance people’s hours. After they finish course many find that Hospitality is the better career for them.

# INTERVIEW QUESTIONS

## A) WORKING EXPERIENCE

Tell me about your work experience in general terms.  
Tell me about some of your past achievements.  
Will you describe your present duties & responsibilities?  
What are some of the reasons for considering other employment at this time?  
How would you describe your present/past supervisor?  
What are some things that frustrate you most in your present job?  
Why did you leave?  
What is the biggest mistake you have made in your career?  
How do you organize yourself for day-to-day activities?  
What do you do when there is a decision to be made and no procedure exists?

## B) JOB KNOWLEDGE

I know you don't (or do) have a great deal of information about it, but what is your perception of this job?  
I see you've worked as a \_\_\_\_\_. Would you describe some of your experiences?  
What problems did you encounter in your position as \_\_\_\_\_?  
What qualities do you think it would take to become a successful (job applied for)?  
When you consider your skills as a professional \_\_\_\_\_, what area concerns you most about your ability to \_\_\_\_\_?  
How does this job relate to overall goals of the company?  
Explain your understanding of this job's responsibilities.  
If you were hiring someone for this position, what would you be looking for?  
What do you expect out of this job?  
What would you say are some of the problems a supervisor has to face?

## C) PERSONAL FACTORS

In general, how would you describe yourself?  
Describe the sort of career path you would like to follow.  
Tell me about your career goals and what kind of things you are looking for in a job.  
What are some things that might not be so desirable?  
What kind of situations make you feel tense and nervous?  
What are your salary expectations coming into this job?  
Can you describe a difficult obstacle you've had to overcome? How did you handle it?  
Give me an example of your initiative in a challenging situation.  
How do you turn things around when the initial impression of you is bad?  
How about the other side of the coin? What sort of personal qualities and abilities would you like to see improved in yourself?

Tell me about yourself.  
What do you know about our company?  
Why should we hire you?  
What can you do for us that someone else can't?  
What do you look for in a job?  
What skills and qualifications are essential for success in the position of \_\_\_\_\_?  
How long would it take for you to make a meaningful contribution?  
How does this assignment fit into your overall career plan?  
Describe your management style.  
What do you believe is the most difficult part of being a supervisor of people?  
Why are you looking for a new career?  
How would your colleagues describe you?  
How would your boss describe you?  
How would you describe yourself?  
What do you think of your present or past boss?  
What were the five most significant accomplishments in your last assignment?  
What were the five most significant accomplishments in your career so far?  
Can you work well under deadlines or pressure?  
How much do you expect if we offer you this position?  
Why do you want to work for us?  
What other positions are you considering?  
Have you kept up in your field with additional training?  
What are your career goals?  
What are your strong points?  
What are your weak points?

How did you do in school?  
What position do you expect to have in 2 to 5 years?  
If you took the job what would you accomplish in the first year?  
What was wrong with your current or last position?  
What kind of hours are you used to working or would like to work?  
Do you have your reference list with you? (Remember don't give it out unless it is asked for).  
Can you explain your salary history?  
What questions didn't I ask that you expected?  
Do you have any question for me? (See Questions for the Interviewer that you might want to ask below).

#### Questions you may be asked by the Prospective Candidate

Why is this position open?  
How often has it been filled in the past five years? What were the main reasons?  
What would you like done differently by the next person who fills this position?  
What are some of the objectives you would like to see accomplished in this job?  
What is most pressing? What would you like to have done in the next 3 months.  
What are some of the long term objectives you would like to see completed?  
What are some of the more difficult problems one would have to face in this position?  
How do you think these could best be handled?  
What type of support does this position receive in terms of people, finances. etc?  
What freedom would I have in determining my own work objectives, deadlines, and methods of measurement?  
What advancement opportunities are available for the person who is successful in this position, and within what time frame?  
In what ways has this organization been most successful in terms of products and services over the years?  
What significant changes do you foresee in the near future?  
How is one evaluated in this position?  
What accounts for success within the company?



## WARM-UP QUESTIONS

What made you apply for this position?

How did you hear about this job opening?

Briefly, would you summarize your work history & education for me?

## WORK HISTORY

What special aspects of your work experience have prepared you for this job?

Can you describe for me one or two of your most important accomplishments?

How much supervision have you typically received in your previous job?

Describe for me one or two of the biggest disappointments in your work history?

Why are you leaving your present job? (or, Why did you leave your last job?)

What is important to you in a company? What things do you look for in an organization?

## JOB PERFORMANCE

Everyone has strengths & weaknesses as workers. What are your strong points for this job?

What would you say are areas needing improvement?

How did your supervisor on your most recent job evaluate your job performance? What were some of the good points & bad points of that rating?

When you have been told, or discovered for yourself, a problem in your job performance, what have you typically done? Can you give me an example?

Do you prefer working alone or in groups?

What kind of people do you find it most difficult to work with? Why?

Starting with your last job, tell me about any of your achievements that were recognized by your superiors.

Can you give me an example of your ability to manage or supervise others?

What are some things you would like to avoid in a job? Why?

In your previous job what kind of pressures did you encounter?

What would you say is the most important thing you are looking for in a job?

What are some of the things on your job you feel you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?

What were some of the things about your last job that you found most difficult to do?

What are some of the problems you encounter in doing your job? Which one frustrates you the most?

What do you usually do about it?

What are some things you particularly liked about your last job?

Do you consider your progress on the job representative of your ability? Why?

How do you feel about the way you & others in the department were managed by your supervisor?

If I were to ask your present (most recent) employer about your ability as a \_\_\_\_\_, what would he/she say?

## EDUCATION

What special aspects of your education or training have prepared you for this job?

What courses in school have been of most help in doing your job?

## CAREER- GOALS

What is your long-term employment or career objective?

What kind of job do you see yourself holding five years from now?

What do you feel you need to develop in terms of skill & knowledge in order to be ready for that opportunity?

Why might you be successful in such a job?

How does this job fit in with your overall career goals?

Who or what in your life would you say influenced you most with your career objectives?

Can you pinpoint any specific things in your past experience that affected your present career objectives?

What would you most like to accomplish if you had this job?

What might make you leave this job?

## SELF-ASSESSMENT

What kind of things do you feel most confident in doing?

Can you describe for me a difficult obstacle you have had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?

How would you describe yourself as a person?

What do you think are the most important characteristics & abilities a person must possess to become a successful ( )? How do you rate yourself in these areas?

Do you consider yourself a self-starter? If so, explain why ( and give examples)

What do you consider to be your greatest achievements to date? Why?

What things give you the greatest satisfaction at work?

What things frustrate you the most? How do you usually cope with them?

## CREATIVITY

In your work experience, what have you done that you consider truly creative?  
Can you think of a problem you have encountered when the old solutions didn't work & when you came up with new solutions?  
Of your creative accomplishments big or small, at work or home, what gave you the most satisfaction?  
What kind of problems have people recently called on you to solve? Tell me what you have devised.

## DECISIVENESS

Do you consider yourself to be thoughtful, analytical or do you usually make up your mind fast? Give an example. (Watch time taken to respond)  
What was your most difficult decision in the last six months? What made it difficult?  
The last time you did not know what decision to make, what did you do?  
How do you go about making an important decision affecting your career?  
What was the last major problem that you were confronted with? What action did you take on it?

## RANGE OF INTERESTS

What organizations do you belong to?  
Tell me specifically what you do in the civic activities in which you participate. (Leading questions in selected areas. i.e. sports, economics, current events, finance.)  
How do you keep up with what's going on in your company / your industry/ your profession?

## MOTIVATION

What is your professional goal?  
Can you give me examples of experience on the job that you felt were satisfying?  
Do you have a long & short-term plan for your department? Is it realistic?  
Did you achieve it last year?  
Describe how you determine what constitutes top priorities in the performance of your job.

## WORK STANDARDS

What are your standards of success in your job?  
In your position, how would you define doing a good job? On what basis was your definition determined?  
When judging the performance of your subordinate, what factors or characteristics are most important to you?

## LEADERSHIP

In your present job what approach do you take to get your people together to establish a common approach to a problem?  
What approach do you take in getting your people to accept your ideas or department goals?  
What specifically do you do to set an example for your employees?  
How frequently do you meet with your immediate subordinates as a group?  
What sort of leader do your people feel you are? Are you satisfied?  
How do you get people who do not want to work together to establish a common approach to a problem?  
If you do not have much time & they hold seriously differing views, what would be your approach?  
How would you describe your basic leadership style? Give specific examples of how you practice this?  
Do you feel you work more effectively on a one to one basis or in a group situation?  
Have you ever led a task force or committee or any group who doesn't report to you, but from whom you have to get work? How did you do it? What were the satisfactions & disappointments? How would you handle the job differently?

## ORAL PRESENTATION SKILLS

Have you ever done any public or group speaking? Recently? Why? How did it go?  
Have you made any individual presentations recently? How did you prepare?

## WRITTEN COMMUNICATION SKILLS

Would you rather write a report or give a verbal report? Why?  
What kind of writing have you done? For a group? For an individual?  
What is the extent of your participation in major reports that have to be written?

## FLEXIBILITY

What was the most important idea or suggestion you received recently from your employees? What happened as a result?  
What do you think about the continuous changes in company operating policies & procedures?  
How effective has your company been in adapting its policies to fit a changing environment?

What was the most significant change made in your company in the last six months which directly affected you, & how successfully do you think you implemented this change?

#### STRESS TOLERANCE

Do you feel pressure in your job? Tell me about it.

What has been the highest pressure situation you have been under in recent years? How did you cope with it?

#### STABILITY & MATURITY

Describe your most significant success & failure in the last two years.

What do you like to do best?

What do you like to do least?

What in your last review did your supervisor suggest needed improvement?

What have you done about it?

#### INTEREST IN SELF DEVELOPMENT

What has been the most important person or event in your own self development?

How much of your education did you earn?

What kind of books & other publications do you read?

Have you taken a management development course?

How are you helping your subordinates develop themselves?

#### THE ULTIMATE BEHAVIOURAL QUESTION

If you were allowed to ask only one question during the course of the interview, this would be it:

*Please think about your most significant accomplishment. Now, could you tell me all about it?*

To see why this simple question is so powerful, try it out on yourself. Imagine you're the candidate and I've just asked you this question. What accomplishment would you select? Then imagine over the course of the next 5-20 minutes that I obtained the following information from you about this accomplishment:

- A complete description of the accomplishment
- The company you worked for and what it did
- The actual results achieved: numbers, facts, changes made, details, amounts
- When it took place
- How long it took
- The importance of this accomplishment to the company
- Your title and role
- Why you were chosen
- The 3-4 biggest challenges you faced and how you dealt with them
- A few examples of leadership and initiative
- Some of the major decisions made
- The environment and resources available
- How you made more resources available
- The technical skills needed to accomplish the objective
- The technical skills learned and how long it took to learn them
- The actual role you played
- The team involved and all of the reporting relationships
- Some of the biggest mistakes you made
- How you changed and grew as a person
- What you would do differently if you could do it again
- Aspects of the project you truly enjoyed
- Aspects you didn't especially care about
- The budget available and your role in preparing it and managing it
- How you did on the project vs. the plan
- How you developed the plan
- How you motivated and influenced others, with specific examples to prove your claims
- How you dealt with conflict with specific examples
- Anything else you felt was important to the success of the project

If the accomplishment was big enough, and if the answer was detailed enough to take 15-20 minutes to complete, consider how much I, or any interviewer, would know about you. The insight gained from this type of question would be remarkable. Just about everything you need to know about a person's competency can be extracted from this type of question.

Most people would agree this type of question is very revealing. But the real issue is not the question: it's the information that's given in response that's most important. Few people are able to give this type of information without additional prompting from the interviewer. This is what real interviewing is about — getting the answer to this very simple but very powerful question. Don't spend time learning a lot of clever questions to ask during the interview: spend time learning to get the answer to just this one question. The key: understand the accomplishment, the process used to achieve the accomplishment, the environment in which the accomplishment took place and the candidate's role.

To expand upon the assessment, you can ask this same question in the same level of detail for a variety of different accomplishments. Ask the candidate to describe two to three different individual and team accomplishments for the past five to ten years. Put them in time order to see the growth and impact over time in different jobs, and with different companies. Also ask about accomplishments that directly relate to job specific needs, for example, "Describe your biggest accomplishment in setting up manufacturing scheduling systems."

With this approach to digging in and finding out about major accomplishments you'll have all you need to make a reasoned evaluation of a person's ability to deliver similar results in a similar environment to your own. Here's just a little of what you'll learn about a candidate from this type of questioning — initiative, commitment, team leadership, growth, potential, compatibility, comparability, character, true personality, applicable experience, ability to learn, and true interest and motivation to do the work required.

Few candidates will give you all of this information on their own, so it's the digging in that matters. It's the interviewer's responsibility to get this valuable information from the candidate, not the candidate's responsibility to give it to the interviewer. By fact-finding this way, you put all candidates on a level playing field. And when you can get all members of the interviewing team to conduct their interviews this way, you'll remove another key source of hiring errors — the tendency of most interviewers to talk too much, listen too little and ask a bunch of irrelevant questions. One question is all it takes.

# RECRUITMENT INTERVIEW QUESTIONS & ANSWERS

Most Prospective Candidates are well prepared and researched.  
They should have good answers to the following common questions

# MOST POPULAR INTERVIEW QUESTIONS

There are some questions that you can expect to be asked at most interviews so these are the ones you should really be prepared for. There are certain things an interviewer is bound to want to know about you, and these are reflected in these questions. They will often come in the first half of the interview since they are generally questions that the interviewer will ask all the candidates.

We will list some of the general questions but firstly we will look at some general guidelines which apply to every answer you give. The key things to remember when you answer any question are: Keep Your Answer Relevant – if you are asked to outline your strengths don't give a long list. Pick one or two key areas. You may have a dozen strengths but just pick the ones your interviewer most needs the successful applicant for this job to have.

Listen To The Question And Answer The Question You've Been Asked – don't sidestep difficult questions. Your interviewer isn't stupid – they'll notice your doing it and won't like it.  
Answer Only The Question You Are Asked – don't give lots of superfluous information. Keep your answers as brief as you can without omitting anything relevant.

## **Tell Me About Yourself**

This is not an invitation to give your life history. In fact, you really need the interviewer to be more specific before you can give the answer they want. So ask them "What aspect of myself would you like me to tell you about?" They are most likely to ask you to talk about what you're like at work.

You should aim to describe the kind of person you are in a couple of minutes at the most. Concentrate on positive qualities and link them to the key responsibilities of the job you're applying for. For example "I am a people person – I enjoy working with people and being part of a team. I'm the sort of person who likes to get stuck into a project and I really enjoy seeing a project right through from initial planning to the final stages..." and so on.

Should they ask to hear about what you're like away from work you will still want to give them an answer which means you're cut out for the job on offer. So again, if you want to show you're a good team player you might tell them "I'm very social; I have lots of friends and I spend a lot of time with them. I play a lot of sports such as football"

We are not suggesting that you lie. You've got plenty of time to think about this question before you get to the interview and be ready with suitable and honest answers about your personal or business life. If the job calls for a good team player, it's likely you are one or you wouldn't be applying for the job, so you would probably have plenty of examples you could choose from.

## **What Do You Enjoy Most In Your Current Job?**

This can be a kind of trick question. The interviewer is tempting you to indicate that there are things you don't like about your job. If that's so, presumably there will be things about this job that you don't like too – which isn't very encouraging. So the only answer you can really give is to say that you enjoy everything about your job.

If you think this sounds a little implausible you can pick out one or two especial favourite parts of the job – making sure that they will be important parts of this job too, should you get it. So you might say "I'm lucky really. I can't think of anything I don't enjoy about my job. But I suppose the thing I enjoy the most is dealing directly with customers. That's why I've applied for this job; because I'd like the opportunity to spend even more of my time doing it."

This answers, of course, the other obvious flaw in the "I enjoy everything" answer, which is that it begs the question "Why are you looking for a new job then?"

## **What's The Biggest Challenge You've Faced At Work?**

So long as you're prepared, this is a great question. You need to have an answer ready for it in order to get the best from it. The idea is that you do not only describe the challenge, but also how you coped with it. So you need to pick an example which leaves you looking good.

There is something else behind this question too: the interviewer is also finding out what you consider to be a challenge. So think hard about the example you want to pick. Will it be a tough decision? A difficult situation? A system that needed overhauling to improve results? You get to choose, so pick something that's relevant to this job.

Just a rule of thumb to follow: it's dangerous to pick an example that involves problems with other people. It can give the impression that you find getting on with others is a big challenge.

### **Why Do You Want To Leave Your Present Job?**

It doesn't matter if the real reason is that you can't stand working with your boss any longer, or that the company pays terrible wages. Keep that to yourself. The interviewer is looking for a positive reason for moving forward, not a negative aim to avoid a job you're not happy in.

The only really good answer to this question is "Because I want to broaden my experience and I think I can do that better in a new organisation" (or something along those lines). If it's relevant to the job you can expand on this briefly. For example, if the job entails giving a lot of presentations you might say "In particular, I enjoy presenting and it's something I've become very good at. Unfortunately, there aren't that many opportunities for me to develop my skills further where I am right now."

### **What Is Your Present Boss Like?**

Never criticise any of your bosses – current, former or otherwise. The interviewer may be your future boss and wants to hear you being loyal to other bosses even behind their backs. So always be positive – even if your boss is a complete muppet. Just say something like, "I'm very lucky to have a boss who is very good at his job", and leave it there!

The point is not only that your interviewer wants to see that you are loyal, but also that your interviewer is aware they don't know the other side of the story. So *you* may know your complaints are justified, but to your interviewer they may just make you sound like a carping winger who is likely to talk about them in the same terms if they employ you.

### **What Do You Think Is The Role Of A (Whatever Your Job Is) ?**

You should have thought this question through before you are asked it. We can't tell you the answer since we don't know what your job is but you need to answer the following:

The overall objective of the job

The key responsibilities of the job.

As you may realise, you can pick up big clues from the job description if you're applying for a job in your usual line of work. But you will also want to draw on your own experience.

This question is sometimes given as a test; if this happens the interviewer will interrupt to disagree with you. Their aim is to see whether you can defend your case calmly and convincingly so don't be thrown by their interruption. Ask them politely to justify their assertion that your description of the role is wrong ("What makes You Say That"). Then show that you can argue your case well and without becoming defensive.

### **What Do You Know About Our Company?**

This is a great opportunity for you to demonstrate that you have done your homework about their company. Keep to the relevant points – size, turnover, nature of the business, growth and business ethos (for example, "I know you're a young, growing organisation with a reputation for developing people"). Keep it brief, but add one or two things that suggest you've gone deeper than merely reading the annual report. For example "I notice in the trade press that you've just signed a couple of very large deals with Marks & Spencer's."

### **Why Do You Want This Job?**

Try not to waffle on about challenges and prospects. Talk in terms of benefits to them and be specific about the kind of challenge you enjoy. For example "I am a great organiser and I'm looking for a post that gives me scope to plan and organise" or "I get great satisfaction from working in a successful team and this job seems to call for someone who can fit well into a tight, well motivated team."

This is also a great opportunity to show off the research you've done into the company – again keeping it brief and relevant. So you might say something like "I find growing companies have a

more exciting, dynamic atmosphere to work in and I know you've been growing on average 12% for the last seven years."

### **What Do You Feel You Can Bring To This Job?**

This is another question which gives you the chance to shine. You need to link your past experience or skills to the requirements of the job. So pick about three or four key strong points in your favour which are relevant to this job. For example "I'm very experienced at dealing with customers including tricky ones. I get on easily with other people so I work well in a team. And I'm naturally organised and find it easy to handle paperwork and fit in with whatever systems I need to. As I understand it these are all important skills for this job."

### **How Long Would You Expect To Stay With This Company?**

The interviewer isn't going to employ someone who is going to be off again before they've got their full value from them. So indicate that you'd like to stay a few years. "I'd like to settle with this company and grow and develop within it. I see myself staying as long as I keep progressing here and making a valuable contribution."

### **What Are Your Greatest Strengths?**

OK time to shine! This is a perfect question – just focus your answers on the key responsibilities of the job to make sure your strengths are relevant to your interviewer. And make sure you don't waffle on for too long; pick one or two key strengths which are really important for this job.

### **What Is Your Biggest Weakness?**

Hard question this. You don't want to sound negative. The best defence to use is one of the following:

Humour ("Chocolate is my God!").

Something personal, which isn't work related (I'm hopeless at mowing the lawn on Sundays).

Something that was relevant years ago (when I first started out in my career I was hopeless with paperwork but I am now disciplined and sort all of my paperwork when I get into work at 8.30).

Something that your interviewer will see as a strength (Once I get started with something I just can't put it down until I've finished, my wife moans because I'm frequently late home from work because I just can't stop in the middle of a task)

All of these answers should avoid giving away any true weaknesses and they also avoid making you come across as arrogant or too perfect – something which really irritates an interviewer.

### **Where Do You See Yourself In Five Years Time?**

You need to be careful how you answer this because if you give a specific goal and the interviewer knows that they cannot fulfil it, they will be put off employing you. But remember that they want to know you have drive and will keep increasing your value to them. Say something along the lines of "I'm certainly ambitious and I like to keep moving and progressing. But you can't fit a job to a preset list of conditions, I find it far more rewarding to let the job lead you forward."

### **How Would Your Colleagues Describe You?**

This is an invitation to list your strong points. Concentrate on your plus points as a colleague – supportive, a good team player etc. As with all these questions, it's unwise to make any outrageous claims. You could well come unstuck if your references are checked out or when you start the job, if you're offered it. But of course you'll put the best complexion on things. So if you're a bit of a loner but you get on with everyone you might give an answer like "They'd say I was one of the quieter members of the team, popular and can be relied on to pull with the team when it's facing any kind of challenge".

### **How Would Your Friends Describe You?**

"What friends?" is not the right answer to this question! In fact, it runs along much the same lines as "How would your colleagues describe you?" Don't be unrealistic about yourself, but pick out the strongest points which will be relevant. It's always worth mentioning loyalty and supportiveness. The interviewer is simply trying to get a more rounded picture of the kind of person you are, to help them assess whether you'll fit in with the people you'll be working with.



**What Outside Interests Do You Have?**

Your interviewer is trying to find out more about you. Your interests will tell them whether you are sporty, competitive, enjoy dangerous pursuits or like solo or group activities and so on. Don't invent hobbies that you don't do (it's easy to be caught out) but select those hobbies or interests which show you as the kind of person your interviewer is looking for.

**What Have You Read And Enjoyed Lately?**

Don't make up some fashionable answer here, or name a leading business book you haven't actually read. You may be asked questions about your answer. You don't have to mention the most recent book you've read so pick one you genuinely enjoyed which is slightly offbeat – which may make you stand out from the rest. You might choose an unusual classic or biography – try and pick something that will show a side of you you'd like your interviewer to see.

# **TOUGH INTERVIEW QUESTIONS**

## **– FROM THE INTERVIEWEES PERSPECTIVE**

We know all interview questions are tough but these are the real hard ones! Generally these questions aren't asked to make your life difficult or to make you squirm they are simply asked so that the interviewer can find out what he wants to know in the best possible way. As far as the interviewer is concerned this isn't a competition, you are both on the same side so there is no point in trying to get the better of you or knock you down a peg or two. Tough questions are only tough because you aren't sure how to answer them – if you were then they wouldn't be tough would they?

Whether or not the interviewers questions are intended to be tough you should always follow these rules:

Stay calm.

Don't get defensive.

Pause for a short moment before you answer if you feel better doing this.

So here we go! These questions cover questions about yourself, your career, the job you're applying for, your salary and a few unexpected ones thrown in for good measure!

### **What Motivates You?**

You need to give an answer, as always, that benefits your potential employer and links into the key responsibilities of the job. So don't say "\$100,000 per year and a Bentley Turbo!" Give an answer along the lines of "I'm happiest when I can see a project through from start to finish", or "I get a real kick out of managing a team that is happy and knows it is successful".

### **How Well Do You Take Direction?**

Keep in mind the fact that your interviewer may become your boss should you get this job, so remember it's their direction you will be taking. The answer here has to be that you take direction well. You can add credibility to your answer by expanding it and adding something like "I don't see how a team can function effectively unless it's members are happy to take direction directly from their leader".

### **How Do You Handle Criticism?**

Remember your interviewer may be anticipating becoming your boss and will inevitably have to criticise you from time to time. They want to know whether this task would be easy for them or whether you will make it difficult for them.

So perhaps you could answer this question along the lines of "I'm always happy to be given constructive criticism and welcome this. It helps me learn from my mistakes and improve my performance".

### **Do You Enjoy Doing Routine Tasks?**

It's unlikely that you will be asked this question unless the job entails carrying out routine tasks, however bearing in mind that most jobs have an element of "tedious" work then this may come up. Your answer could be "Yes, I get satisfaction from all aspects of my job and enjoy carrying out all of my duties successfully".

### **What Is Your Management Style?**

Make sure your answer to this is relevant and don't try and give a text book answer. You can make your point in a couple of sentences such as "I prefer a carrot rather than a stick

approach and I have an open door policy. I believe you have to be firm with your team but you also have to treat them with a fair approach”.

### **Are You A Good Manager?**

What a silly question – of course you are, you’re you! Seriously the answer to this has to be “Yes”. This question follows on from the above question and if you haven’t already been asked about your management style you can add this to your answer. So your answer could be “Yes I am. I prefer a carrot rather than a stick approach and I am a great believer in being firm with my team but at the same time being fair”.

### **Are You A Natural Leader?**

You are only likely to be asked this if the job you are applying for involves some form of management or leadership. The answer to this must be positive and it doesn’t have to relate purely to work. You might be the leader of a scout group or chairman of a golf club – make sure you give an example of your leadership qualities. If you were a leader at school (such as a Prefect) and continued to lead groups since leaving this suggests that you have truly natural leadership abilities and that people follow you through choice.

### **How Do You Work In A Team?**

This is another question you need to answer honestly, but pick a relevant way to express your teamwork style. Give a fairly brief answer, such as “I enjoy being part of a team, and I like the flexibility that it demands. I get a real kick out of collective success”. Follow your remarks up with an example of what you mean. If teamwork is going to be an important part of the job you are applying for you should certainly expect this question to come up so make sure you have your answer ready.

### **How Do You Approach A Typical Project?**

If you are applying for a project based job, such as a project manager, you will definitely be asked this question. You don’t need to give a long winded answer but what you should do is demonstrate that you would take into account the main components of effective project planning such as:

Plan the schedule backwards from completion/delivery date.

Work out what you need to get the job done effectively and on time

Budget cost, time and resources.

Allow a contingency.

### **How Do You Operate Under Stress?**

Again, this is a question you will only be asked if it is relevant to the job. A good full answer will serve you better on this one rather than a brief one. So tell your interviewer that you work well under pressure and if you really do enjoy it tell them. It’s always good to give an example of a situation that you have handled where there has been a large amount of pressure. It might be prudent to add that you operate good time management and organisational skills which help you deal with pressurised situations and minimize stress levels.

### **How Creative Are You?**

If you are applying for a job which has a creative role you are likely to be asked this question. Be ready with your answers. Give examples of how you use any creative techniques you may have which will show that you take your creativity seriously.

### **How Do You Get The Best From People?**

If you are applying for a management role it is highly likely you’ll be asked this question. The kind of skills that interviewers like to hear about are:

Good communication  
Teamwork skills  
Recognizing each person as an individual  
Setting a sound and good example  
Praising good performances.

### **How Do You Resolve Conflict In Your Team?**

This question really does need to be answered honestly. Find an example of conflict that you have had in your own team and use this to demonstrate your abilities at resolving it. The kind of skills you need to demonstrate are as follows:

Fairness

Addressing problems with individuals privately

Making sure you get to the root of the problem

Finding a solution that the persons concerned are willing to adhere to.

Assuming that its true, you would also do well to point out that “I find if a team is run fairly and the team members are well motivated, conflict rarely arises and the team functions as a well oiled engine”.

### **What Would You're Boss Say About You?**

Your interviewer may well be your future boss so you need to answer this question with diplomacy. They want to know that you're an effective worker, but they don't want you to step on their toes. So describe yourself as any boss would want to see you. For example “My boss would describe me as a hard working, conscientious, loyal and easy to motivate employee. He'd say that I work exceptionally well on my own initiative and I'm a supportive member of the team”. Don't use the term “I think my boss would say..” as it gives an element of doubt, be positive and certain with the answer that you give.

If you're interviewer is likely to approach your present boss at some stage for a reference make sure that you're answer tallies with what you're boss is likely to say about you when your interviewer puts this particular answer to the test.

### **What Do You Dislike Most At Work?**

“Nothing!” The interviewer can hire you safely knowing that you will be well motivated every minute of the working day and every moment of your working time with your employer. So if you get asked this question your answer will be “you can't think of anything you dislike about work”. The only possible exception is if this job is very different from your last, in which case you might say something like “I really enjoy my work. But occasionally I get a little frustrated in a small company that I don't get to meet the customers I deal with as often as I'd like. That's one of the reasons why this job appeals to me so much”.

### **Why Have You Been With Your Present Employer So Long?**

The answer here is to avoid the implication that you were getting stale and should have moved earlier. Any answer which contradicts this unspoken worry on the interviewer's part is fine. For example, “I've been there for several years, but in a variety of different roles”, or “The job was growing constantly, so I felt as though I was undergoing frequent changes without actually changing employer”.

### **Why Have You Been With Your Employer For Such A Short Time?**

Your interviewer doesn't want to take on someone who is going to leave in six months' time. So show them that you don't really flit between jobs whatever your CV may show. Perhaps you could answer with “I'd like to settle in one company for several years, but I've found that up until now that I've had to move in order to widen my experience and avoid getting stale in the job”

### **You Look Like A Job Jumper To Me**

This is much worse than the previous question. If it is not only your current or most recent employer that you've spent a short time with, but previous employers too, your interviewer will quite understandably be concerned that you'll leave them within a few months too. Nowadays people typically change jobs roughly every two to five years but any more frequently than this looks worrying to a potential employer and some industries expect their employees to stay with them longer than this.

If your CV gives the impression that you barely sit down at your desk before you're off again, you can expect this question. So how do you reassure the interviewer that this time you'd be here to stay. The last thing you want to do is to launch into a lengthy, defensive justification for each job move in turn. Far better to give a catch – all reason for moving so frequently.

So maybe you should adopt this kind of approach "I'd like to find a company I can settle down in and really make a mark. Until now I've found that I've had to change jobs in order to keep finding challenge in my work". Then you can briefly explain just one of your career moves and why it made so much sense. Finish by saying "What I'm looking for is a company dynamic enough for me to find fresh challenges without having to move to another organisation".

### **Why Haven't You Found A New Job Yet?**

The implication behind this question is that you can't be much good if no one wants to give you a job. So you need to indicate that it has been your choice to spend some time job – hunting. You need to give a reply along the lines of "It's important that I only accept a job that seems really right for me, and where I can see that I can make a contribution to the company".

If you have turned down any offers, say so: "I have had job offers, but I didn't feel the positions were right for me, and that I was right for the companies concerned".

### **What Were Your Most Significant Achievements In Your Current Job?**

It's unlikely that this job will require exactly the same achievements as the last – although it's great if you can find a clear parallel. So what the interviewer really wants to know about is the qualities you must have exhibited in order to score the achievement. Be ready with something which is;

Recent (or the implication is you've achieved little of note since)

Difficult to achieve

As relevant as possible to the job you're applying for.

### **If You Could Start Again, What Career Decisions Would You Make Differently?**

You're on a hiding to nothing if you start trying to think of hypothetical improvements to your past career. Anything you say will suggest that you're not happy with the way things are – and why would anyone want to hire someone who doesn't really want to be where they are?

So the only reasonable answer is that you wouldn't change anything; you're happy with things as they are now. You might add something like "I'm not the kind of person to look back with regrets. I like to invest my energy in looking forward".

### **Do You Consider Your Career So Far Has Been A Success?**

It's clearly better to be a success than a failure, so unless you've spent long periods out of work and been stuck in dead – end – jobs, the answer to this question is "Yes". To expand

on this answer (as you always should on a one word answer), you can go on to define success in your own terms. This is particularly sensible if your career on paper may look less than outstanding, even if it's respectable.

Perhaps you haven't moved up the career as fast as you might. So you might say, "What matters to me – more than money or status – is to have a job which is interesting and challenging and I've been lucky in that respect. So my career so far has been very successful."

And what if your career has had its low points and perhaps not bought you as far as it might? There's no point in pretending your CV glitters when it clearly doesn't – so show you are positive and looking ahead: "I've had one or two career problems in the past, but those are firmly behind me. From now on I intend to build on the good breaks I've had and enjoy a very successful career".

### **When Would You Expect Promotion?**

You shouldn't give a firm timescale on this. The answer is, you should expect promotion when you deserve it. "I would hope to be promoted once I have demonstrated my value to the company and shown that I am worth it."

And show how this job suits your long term aims: "That's why I want to join a company that is growing so that promotion opportunities will be there when I'm ready to move up", or "That's why I want to join a company that is growing so that the promotion opportunities will be there when I'm ready to move up", or "That's why I want to join a large organisation so there are plenty of opportunities when I've gained the skills and experience".

### **How Can You Attend This Interview While You're Employer Elsewhere?**

The hidden pitfall here is that you must avoid coming across as being dishonest in any way. So if you told your boss you had to stay home for the Satellite TV man to call, or that you had a dentist appointment, keep quiet about it. Otherwise your interviewer knows that if they offer you the job they'll be wondering what's going on every time you ask for time off to go to the dentists.

Ideally, your boss knows you're looking for work and is aware you're at an interview. However, in the real world this generally isn't the case. Assuming your boss actually has no idea where you are the only valid justification for taking time off here is that you took a days holiday and you took it in order to attend this interview.

### **How Does This Job Fit Into Your Career Plan?**

It's fairly unwise to commit yourself too precisely to a career plan. So you might say something like "Business changes so rapidly nowadays it's hard to plan precisely. But I know what I want to get ahead in this industry and I think the opportunities to do that in this company are excellent".

### **What Appeals To You Least About This Job?**

You need to be careful with this one. Naming almost anything will give the interviewer the impression that you are less than 100% enthusiastic about this job. So either tell them that it appeals to you, or if you don't feel happy with this kind of answer come up with a part of the job which is;

A small part of it

Of no major importance

Universally unpopular.

One of the better examples of this is filing or paperwork in a job where the paperwork isn't a significant part of the job. But you should still express it in positive terms such as "I can't

say I find paperwork terribly inspiring. But it's important to make sure it gets done. And actually, it can be quite therapeutic."

### **Are You Talking To Other Companies As Well As Us?**

This is a great one. You want to show your prospective employer that you are in demand as it makes you a more attractive prospect. In turn if you are offered the job it can help you drive up the salary you manage to negotiate. At the same time, if you tell them that you've had three other offers already, they may be put off you if they still have a long way to go – more interviews for example. So indicate that you are talking to others without suggesting you're on the verge of taking another job. It's not a total lie but let them know you're doing well. A good example would be "I've reached the final round of interviews with three other companies."

### **What Other Types Of Job Or Company Are You Applying To?**

You don't need to divulge exactly how you've applied to here. Occasionally you may be asked directly where else you've applied to but you can avoid answering by saying that the companies concerned haven't advertised the positions so you don't feel it's right to divulge this information. That lets you off the hook and shows your ability to keep confidence. But the interviewer can get around it with this question – asking not for names of companies but merely types of job and company. The important thing here is to show that you want this job. If it becomes apparent that you're applying for all sorts of different jobs in different industries, it rather casts doubt on your commitment to this post. So indicate that you're applying for similar jobs within the same field.

### **How Long Would It Take You To Make A Useful Contribution To This Company?**

You might be thinking that you can't answer this question without more information and you'd be right. So ask for the information you need;

What would my key objectives be for the first six months?

Are there any specific projects you would need me to start working on straight away?

You can use the answers to these enquiries to help you with your answer. But broadly speaking you should indicate that (unless there is an urgent project) you would expect to spend the first week or two settling in and finding your way around. After that you'd expect to be making a useful contribution within the first few weeks and to show significant successes within four to six months.

### **You May Be Overqualified For This Job**

The worry the interviewer is revealing here is that if they offer you the job you will quickly become bored and leave. You may have reservations on this front yourself, but at this stage you should still be giving it your best to get this job. If you're going to turn it down do so when it's offered – you should never write it off halfway through the interview.

So for the moment you're going to give the best answer you can. Say that strong, dynamic companies can always use whatever talents they have to hand. You want to stay with the company for a while and if your experience and skills are strong enough you're sure they will find a way to keep you challenged and making a full contribution.

### **What Do You Think Are The Key Trends In This Industry?**

This question won't be difficult to answer as long as you've done your homework and research – which is the point of the question and an area that the interviewer wants to establish. This question is really an advanced version of "What do you know about our company?". So the important thing here is to make sure you do your homework properly and identify the key industry trends, ready to impress the interviewer.

Even if you're applying for a job in the industry you already work in you should still prepare and answer to this question. It won't necessarily come to you, clearly and instinctively, in the heat of the moment.

### **Describe A Situation Which, In Hindsight, You Could Have Handled Better**

The trick here is to be ready with something from a long time ago. Try to prepare an example where it really wasn't your fault you handled it as you did. For example "With hindsight, I can see that it would have been quicker to evacuate everyone straight down the main staircase rather than use the fire escape, but because the phones were down I had no way of knowing that the main structure was safe".

### **What Sort Of Decisions Do You Find Difficult?**

"Whether to have chicken or beef sandwiches for lunch!" You've never found a decision difficult in your life of course. But the danger with some of these questions is that if you come across as being too implausibly perfect you risk sounding like your arrogant. So you have to admit to some minor failings but make sure they have been overcome or are irrelevant to the job you are applying for – otherwise make them sound human – no one's perfect. So you could say something like "The kind of decisions I dislike most are the ones which others won't like. They aren't actually difficult but for example I don't like having to make the decision to sack someone".

### **Describe A Situation In Which Your Work Was Criticised**

If you pick an instance where the criticism was clearly unfair and you were in the right you risk looking as if you are simply taking the opportunity of airing an old grievance – it will make you look like your someone who bears grudges. So you need to go for the "distant past" option.

Interviewers may well ask you this question – or variation on it – if they want to see how you cope with tough questioning. So make sure you have an answer ready in case you need it. You should answer in a couple of stages;

Briefly describe the task and the criticism you received for it.

Explain how you learnt from it and you haven't repeated such mistakes since.

Not only does this make you sound human (which we all are including interviewers) and as though you haven't been criticised for a long time, but it also shows that you can take constructive criticism on board and learn from it.

### **What Is Your Present Boss's Greatest Weakness?**

"Where would you like me to start" is the true and honest answer but not the right one!

This question really invites you to drop yourself in it. So don't fall for it, no matter how long the list of faults – remember "LOYALTY", your prospective interviewer could soon be your new boss and he wants to think that you will always speak nicely about him.

You could answer this question along the lines of "To be honest, I'm lucky to have a very supportive boss who is good at his job and very easy to get on with". It's always good at this stage to look thoughtful and then finish with something like "no.....I can't think of anything, if I could it would be something minor and not worth mentioning".

### **How Do You Evaluate Your Present Company?**

They are a great company that have taught you a lot and offered you plenty of opportunity and provided you with excellent training to enable you to do the job to the best of your ability. You have just outgrown them (hence why you are looking to leave). This is the correct statement to use regardless of what you and your colleagues really think.



### **What Sort Of People Do You Find It Difficult To Work With?**

You don't want to be seen criticising others. Don't be drawn into telling them about John in personnel who is absolutely useless at getting your expenses cheque back on time – it doesn't carry any weight. Start by saying that you are an easy going person who finds getting on with people an easy job because of your nature but if you had to pick a type of person that niggles you it's the one that doesn't pull his weight or isn't bothered about the standard of their work because it reflects badly on the rest of the team.

### **What Is Your Present Salary?**

It's a bit of a cheeky question this one and you want to give a non committal answer. If you go straight in with "I earn \$ 46,000.00 plus expenses plus a BMW 318I and free weekend tickets to the Manchester United games" should you be offered the job they will offer you as close to this as your present package. So it's a good idea to say something along the lines of "Well I think salaries can be a little misleading, it's the whole remuneration package that really counts and of course that's harder to quantify". Then ask if you can return the question later once you get to a point where you need to talk about it in more detail (when they offer you the job).

### **What Salary Are You Expecting?**

Again another cheeky one which, ideally, you don't want to be too committal over. If you commit to a salary at this stage you won't be able to negotiate later on and if you ask for too much you'll scare them off. So here it would be good to answer this question with another question so try something like "What salary would you be expecting to pay for this position?" or ask what salary range has been given for this position. If the interviewer doesn't want to divulge this then it's not unreasonable for you to decline to answer too. Should the interviewer quote a salary and ask for your response let them know you were thinking of something a little higher – but remember don't make it out of their reach. If they suggest a salary range quote them back a salary range which is slightly higher but overlaps. For example if they say \$ 55 – 60,000 you might say you were thinking more in the region of \$ 58 - 63,000, you've edged them up but not put them off – a bit like dangling a carrot.

### **How Much Do You Think You're Worth?**

Salary questions usually speak good news. After all, why bother start discussing salaries if they weren't even considering offering you the job? This question is really the above question re – worded. It should be answered in the same way as the above question – once you've played the previous game of making them go first it's just a case of justifying what you're asking for.

The chances are that you will already have a good idea of what the going rate for the job is in the industry, so ask for a little more and explain that you've studied salary surveys and so on. Since your experience is above average for the job you believe that your worth above average pay. As a point of interest generally the interviewer will state that the amount you have asked for is too much – generally speaking it's just a tactic don't let them knock your confidence.

### **Sell Me This Pen**

Interesting question this and some employers will ask you to do this even if you aren't applying for a sales job. The reason behind this is to see if you focus on the benefits of the object rather than its features. For example its features would be – it's a biro with a roller ball and plastic coating, its benefits would be – it's a biro and the roller ball is really smooth and gives excellent presentation, it is leak proof and slim and sits discretely in your pocket. This is all about the bigger picture. If you outline the benefits it will impress them! Of

course it doesn't have to be a pen it can be a notebook, paperweight or anything else on the interviewers desk.

### **Tell Me A Story**

This is a bit of a trick question. The idea is to see if you can demonstrate whether you have a sufficiently logical mental approach to ask for the question to be more specific before you answer it. So the logical response is to ask the interviewer "What type of story do you want?" Usually they ask for a story about you and will more than likely specify whether they want a work related or personal story. Its then up to you to come up with a tale that shows you in a good light.

### **What Do You Think About The War In Iraq or Privatization (or something like this)**

The idea behind this question is to see if you take an interest in what goes on in the world in general and it also gives them an insight into your values and attitudes to life. Politically correct answers aren't always the right ones, what you need to do is demonstrate that you have the ability to see both sides of a debate, that you don't see things in an over simplistic way and that you have the ability to discuss a subject properly and are capable of making a calculated judgment. What you don't want to do is rant on about your political views without acknowledging both sides of the debate. This question can be particularly relevant to certain industries, if for example you work for a bank you might be asked your views on interest rates, or a chemical company may ask your views on global warming etc. If you have done your research on the company you may have an insight into what type of answer is needed here.

# QUESTIONS FOR THE INTERVIEWER

Interviewees get your chance to ask the questions you want to and the tables are turned. When the interviewer has decided that he has got as much information from you in terms of your capability in doing the job, whether you will fit in, whether you are likely to be a loyal employee etc he will invite you to ask your questions. After all an interview is a two way street and the interviewer wants to make sure that if they do offer you the job position you are going to take it. So this is the interviewers chance to reassure you on any points that may concern you.

Remember, the interview is definitely not over yet so don't feel you can sit back and relax. The questions you do and don't ask here say a great deal about you and will still influence any decision about whether you will be offered the job. It would be fatal not to ask any questions at all, firstly because it looks unenthusiastic and makes you look like your not really interested in the position and secondly because there will definitely be questions that the interviewer has not covered and you will want to answers to for your own peace of mind. After all, if you change jobs you want to make sure that you know as much as possible about the job you are moving to, this is a major decision in your career.

So you'll want to know which type of questions to ask that will give a good impression and which type not to ask so that the interviewer will not be put off. Lets start with the questions you don't want to ask;

- Will I get my own office?
- What holiday entitlement do I get?
- Do I get paid if I'm off sick?
- I go out Wednesday nights and have a few beers with my mates, is it OK to come in at 10 am on a Thursday?
- How much do I earn and do I get a Christmas bonus?
- How long do I get for lunch?
- Do I get a choice of company car?

You can see from this list where we are going with this all of the questions are aimed at what you get out of this company, not what benefits you can offer to them. Of course all of these questions are relevant to you but as yet you haven't been offered the job so now is not a good time to discuss them. Should you be offered the job there will be plenty of time to negotiate all of these (although we aren't sure about the late Thursday morning request!).

There are lots of questions you will want to ask that show your enthusiasm towards this company and the job they are offering which will compliment what you are able to contribute to them. Asked correctly, they will make you look ambitious, intelligent and committed so it really is important that you give this your very best.

The easiest thing to do is to compile a list of brief questions (no more than half a dozen). If you think you will forget them right them down on your notepad. The interviewer will not mind you getting this out of your briefcase.

We can obviously give you some examples of questions to ask but you may want to sit down and compile your own list if you think there's something more relevant. So here we go!

## **Why Has This Vacancy Arisen?**

There's nothing wrong with this question in fact its perfectly acceptable. It may have already been covered earlier on in the interview. If it hasn't then you should ask it now. Vacancies arise all the time for various reasons but if you get a non committal answer from the interviewer it could mean that something has happened they'd rather not let on. This could be the previous employee couldn't cope with the huge workload and felt frustrated or a superior was too awkward to work with. If the answer doesn't sound right you may wish to delve a little deeper.

## **Do You Promote Internally Where Possible?**

If you're asking questions surrounding promotion its fair to say that it shows you're keen to progress within this organisation. You could also if interested enquire as to whether any overseas

opportunities ever come up within the company as you would be willing to travel in the future for the right promotion and are mobile.

### **What Opportunities Do You Offer To Gain Extra Training, Qualifications Or Experience?**

Be a little careful about asking this question if you have already made out you are an expert in your field. There are however exceptions, for example you may be in a profession such as accounting, insurance or law where it would be quite acceptable to continue your education and training and in most cases your employer would want you to do this. It again shows that you are committed to your employer and the profession and that you want to do the best for your company.

### **If I Were Offered This Job, Where Would You See Me In Five Years Time?**

This is a great one because its asking your interviewer to imagine that your in the job. This question also gives the impression of a long terms commitment to the company implying that you would want to progress with them onwards and upwards. The answer, of course, will give you a greater insight into how quickly people move up through the ranks in this company. You will want to know this when considering your long term options should you be offered the job.

### **Where Does The Company Aim To Be In Five Years Time?**

You want to know the answer to this question for your own benefit. However, you will impress your interviewer with this as it shows that you have an interest in the benefit of the company as a whole long term and not just in your own job role.

### **Do You Have Any Reservations About My Ability To Do This Job?**

You can use this statement in a broader term and it must be used in a confident manner but it could work along the lines of "I am very interested in this job and believe that I have the capability to do it very well, do **you** have any reservations about my ability to do this job?" It seems like a pushy statement but it isn't really its quite a reasonable question to ask. At the end of the day you're a salesperson and your selling yourself as the perfect candidate for the job, this gives the interviewer chance to clarify any points he may have, he can only say "no" if he has doesn't have any reservations. You are convincing him that you are the right person for the job if he has no reasons not to hire you.

### **When Can I Expect To Hear From You?**

This could have already been covered by the interviewer prior to asking you if you had any questions. If not you should ask it. This is great because if they haven't responded to you by the date given it gives you a chance to contact them and subtly chase them up. You may have another job offer in the pipeline which needs responding to promptly and if you've been promised a response by a certain date from this interview it makes it easier to put gentle pressure on the interviewer for a decision.

# THE 5 'O' STRATEGIES FOR COMPETING IN THE WAR FOR TALENT

## 1. OVERHAUL Your Workplace Culture

Work on Retention & improving your Employee Offer

## 2. OFFSHORE – Immigrants (Different Values)

## 3. OUTSOURCE (Overseas or Online)

## 4. OLDER AGE – Mature Age workforce

## 5. OUTSIDE THE BOX – RTW Mother's or Part Timers

### WORK ON IMPROVING YOUR RETENTION FACTORS

- **Honest Frequent two-way Communication (feedback)**
- **Challenging Exciting Work (Projects)**
- **Opportunities to Learn & Develop**
- **Knowing my work makes a Difference (Relationships)**
- **Being Recognised & Rewarded for my efforts**
- **Some degree of control over my job (Choice)**

### JOB WEBSITES

[www.seek.com](http://www.seek.com) – Most popular employment website

[www.careerone.com](http://www.careerone.com) – Another Popular recruitment website

[www.hippo.com.au](http://www.hippo.com.au) – find Younger & Casual / Part time staff

[www.plus40.com.au](http://www.plus40.com.au) – Older worker website

[www.parttimeonline.com.au](http://www.parttimeonline.com.au) – Part Time Worker website

[www.daywork.com.au](http://www.daywork.com.au) – Part time & Casual worker website

[www.careermums.com.au](http://www.careermums.com.au) – Mums returning to work

**NZ WEBSITES** – Try NZ to find quality staff at reasonable prices

[www.seek.co.nz](http://www.seek.co.nz)

[www.trademe.co.nz](http://www.trademe.co.nz) (trademejobs)

### RECRUITMENT TIPS

Most staff will check you out on your website - Make sure your website reflects positively on your business and has a section for prospective recruits telling them about your offer.

**OUTSOURCE** some work online

[www.guru.com](http://www.guru.com) – all sorts of Professional help available online.

[www.elance.com](http://www.elance.com) – all sorts of Freelance work available online.

[www.getfriday.com](http://www.getfriday.com) – Get assistance from India!

[www.virtualpa.com.au](http://www.virtualpa.com.au) – Get some Virtual help with finances or projects

## WHAT MODERN WORKERS REALLY WANT

- Workplace Leadership
- Clear Values
- Having a say – Input
- Quality working Relationships
- Autonomy & a sense of Ownership
- Being Safe
- The built Environment – Nice Surroundings
- Getting regular Feedback
- Learning, Passion and having Fun
- Community Connections
- Pay and Conditions – **“You’ll pay either way”**

UNSW Survey  
By Hull & Read  
“Simply the Best”

### TOP 10 THINGS EMPLOYEES WANT

1. Full Appreciation (8)
2. Feeling “in” on things (10)
3. Sympathetic help on personal problems (9)
4. Job Security (2)
5. Good Wages (1)
6. Interesting Work (5)
7. Promotion/growth opportunities (3)
8. Personal loyalty to workers (6)
9. Good working conditions (4)
10. Tactful discipline (7)

Note: The number in brackets is what  
EMPLOYERS think the employees want

### GEN Y have Big Expectations (Demands!)

Career Path (with Fast-track)

Impressive Job Titles

Give Input (Ask Why?) & Get Feedback

Learn by making mistakes

Quality Training & Development (not Boring)

Trendy Workplace (Branded)

More Life Balance (Work less)

Flexible Rostering & Time off

Coaching & Mentoring

Big Rewards –linked to Result not Time/Effort

**FAST, AMBITIOUS - INSTANT GRATIFICATION**

### Use “FAMILY” Values to manage Gen Y

**F** – Fun

make the job fun

**A** – Applaud Your People

Recognize, Reward & Thank-yous

**M** – Model

“walk your talk”. Set an example.

**I** – Involve Others – Explain Why.

Ask for & use their ideas.

**L** – Lead,

Train & Develop people

**Y** – Yield to requests.

Be Flexible - esp. when Rostering  
– Wendy’s U.S.

### WORK should be like a **Game** for Gen X/Y

- Action-packed - Sense of Urgency
- Continuous Scoring – Feedback & Info
- Real-time Complex problems - Problem Solving
- Positive Reinforcement – Celebration (Ego)
- Freely available anytime - Flexibility
- Role Play Game – Creativity & Innovation
- Time-Oriented with deadlines - Challenging
- Game “Cheats” - fast track to play at high level

## **RECOGNITION & REWARDS SYSTEMS**

### **FOUR different types of Recognition**

1. Day to Day Recognition (Specific effort)
2. Above & Beyond (Super effort)
3. Milestone Occasion (Special effort)
4. Celebrations! – (Company Celebrations)

#### **1. DAY TO DAY RECOGNITION**

- Frequent, Specific, Timely
- Praise & Appreciation

#### **2. ABOVE & BEYOND RECOGNITION**

- Based on VALUE not PERSONALITY
- High IMPACT
- PERSONAL

#### **3. MILESTONES - CAREER RECOGNITION**

- 90 days, 6 mths, 1 yr Anniversaries, Events, Courses, Projects,
- Rewards for loyalty and effort

#### **4. CELEBRATION EVENTS**

- Company celebrating significant achievements
- What gets rewarded gets repeated

## **SUCCESSFUL RECOGNITION PROGRAMS**

- Strategic – Aligned with Core Values & Goals
- Simple – Easy to Use & Understand
- Measured – Provides a return on Investment
- Owned – by Managers & Executives

Each employee is unique – with their own motivational (& Demotivational) Triggers

- Great Managers find out what they are!

## **RECOMMENDED READING**

The Carrot Principle by Adrian Gostick

Just Rewards by Jamelle Wells

# CHECKLIST - BECOMING AN 'EMPLOYER OF CHOICE'

## YOUR COMPANY

- c Respected in your Industry
- c Your Reputation – a “Cool” Brand
- c Corporate Social Responsibility demonstrated
- c Social Consciousness & Charitable Acts
- c Environmentally Aware – e.g. recycling
- c Worthy & Ethical products & services
- c Nice Facilities & Workplace Environment
- c Good Location – Office Position

## YOUR CULTURE

- c Build a culture of success and achievement
- c Core Workplace Values & Ethics are evident
- c A unique “Brand” culture
- c Set High Standards
- c Expectation of performance
- c Seek Quality not Mediocrity
- c Honesty & openness
- c Provide opportunities for feedback
- c Hire only the Best
- c Honor Older/Mature Workers
- c Support Diversity
- c Encourage Fun in and out of the office
- c Celebrate at Every Opportunity
- c Teamwork & Collaboration
- c Reduce Status – Space Allocation,
- c Remove the Carparking Hierarchy
- c Relax Dress Code,
- c Reduce Formality
- c Give Access to Information –
- c Practice Open Book Management
- c Fuel excitement
- c Enable Public recognition
- c Focus on Innovation & Creativity
- c Value Research & Development
- c Availability of Resources
- c Facilitate Better Communication – Int & Ext
- c Company Rituals and Traditions

## YOUR LEADERSHIP

- c Inspire Servant or Humble Level 5 Leadership
- c Future Oriented & Visionary
- c Communicate the Vision to all the team
- c Deliver Open & Honest Feedback
- c Be receptive to Feedback from others
- c Create a caring, Coaching Environment
- c Opportunities for transfer & promotion.
- c Terminate people if required
- c Be Visible & Accessible
- c Reach out on a personal level (empathy)
- c Recognize special occasions
- c Welcome New Employees
- c Encourage & Embrace Change
- c Avoid Corporate Politics
- c Push Accountability down the ladder
- c Facilitate High Performance

## TAKE CARE OF YOUR PEOPLE

- c Provide Corporate Support
- c Advocate Work/Life Balance
- c Encourage the recruitment of friends
- c Encourage relationships among employees
- c Create a Home-like Environment
- c Safe & Healthy working conditions
- c Provide the right equipment
- c Technologically up to date
- c Champion flexibility in all forms
- c Support Recognition and Rewards
- c Involve the Employees Family & Kids
- c Promote Ease and Convenience
- c Use Technology to stay connected to others
- c Holidays - Annual Leave - is Mandatory
- c Stage Employee Appreciation Events

## GROWTH & OPPORTUNITY

- c People want to learn & Grow
- c Concentrate on Individual Growth
- c Supervisors are responsible for development
- c Advocate Mentoring & Coaching
- c Offer more Training & Development
- c Encourage Skill Enhancement
- c Build Competence & Confidence
- c Provide Cross Training
- c Offer a range of Growth Opportunities
- c Support Employee Involvement in Volunteering
- c Promote from Within
- c Arrange sideways transfers for Variety & Growth
- c Move Beyond Job Descriptions with Roles
- c Clear the way for Young leaders/fast trackers
- c Make Learning Convenient
- c Everyone can teach someone
- c Collaborate with Educational Institutions

## PROVIDE MORE MEANINGFUL WORK

- c Opportunities to make a positive difference
- c Focus & Concentrate on measurable results
- c Provide More Intellectual Challenges
- c Encourage Collaboration
- c Clarify Your Expectations
- c Hold People Accountable
- c Stretch people to reach their full potential
- c Stimulate Creativity
- c Rotate Job Assignments
- c Empower High performers
- c Support Decentralized power
- c Offer Stimulating Opportunities
- c Focus on the Customer & Results
- c Eliminate Restrictive Policies & Procedures
- c Focus on Mission, Goals & Profits
- c Thank people for Making a Difference

## COMPENSATION & BENEFITS

- c Use Performance Based Pay
- c Pay for Results
- c Profit sharing for Accomplishment
- c Give Share Options if possible
- c Direct Electronic pay & Billpaying
- c Arrange Employee Insurance
- c Arrange Annual Physical Examinations
- c Wellness Programs – Corporate Fitness Centre
- c Encourage Good Eating



# CHECKLIST for developing ORGANISATIONAL CLARITY

## CREW - Who's on the BUS?

- C ORGANISATIONAL CHART
  - § No multiple supervisors/bosses, No stragglers, No leapfrogging
- C ROLES & RESPONSIBILITIES – Individual Position & Person Descriptions
- C RECRUITMENT/DE-HIRING PLAN – Who's is getting on/off the Bus?
- C REMUNERATION, REWARDS & BONUS PLANS
- C INDUCTION PROGRAM
- C INDIVIDUAL PERSONAL DEVELOPMENT (TRAINING) Plans

## CLEAR DIRECTION

- C Future VISION is vivid and clear
- C Company MISSION has been Established
- C WHO DO YOU SERVE? – Clear Identification of Target Market Sector
- C COMPANY's CORE STRENGTH decided – Hedgehog Principle – do one thing well!
- C Commitment to DICEY – Differentiation, Innovation, Creativity & Exclusivity + Young Ppl
- C S.W.O.T. ANALYSIS Completed (Strengths, Weaknesses, Opportunities, Threats)

## CULTURE

- C COMPANY VALUES – Shared and Aligned – What's really important
- C A CULTURE STATEMENT – Company Philosophy
- C COURTESY SYSTEM in place
- C HOUSE RULES – Policies & Procedures are clear
- C POSITIVITY – Praise, Acknowledgement
- C FOCUS on Innovation & Creativity – Differentiation, Exclusivity & Improvement
- C MEETINGS are meaningful, motivational and minute-wise

## CAPABLE CAPTAIN- LEADERSHIP

- C ONE CAPTAIN –one Bus Driver – clear Directive, Roles & Responsibility
- C Accountability & “Fair” Discipline
- C Company Values being Communicated - What is actually DONE rather than SAID
- C Company Vision being Communicated to all members of the team

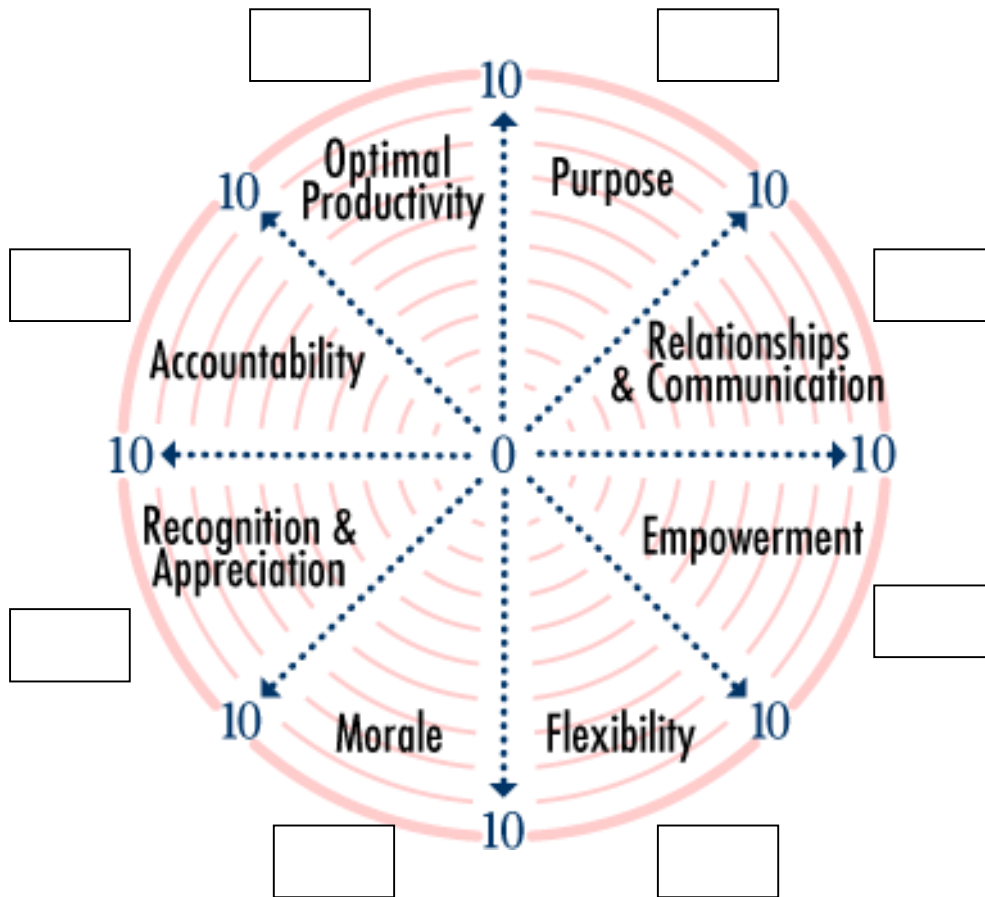
## COUNTING & MEASUREMENT

- C MEASUREMENT & FEEDBACK SYSTEMS in place
- C THE KEY METRIC has been established? – Which KPI's to measure

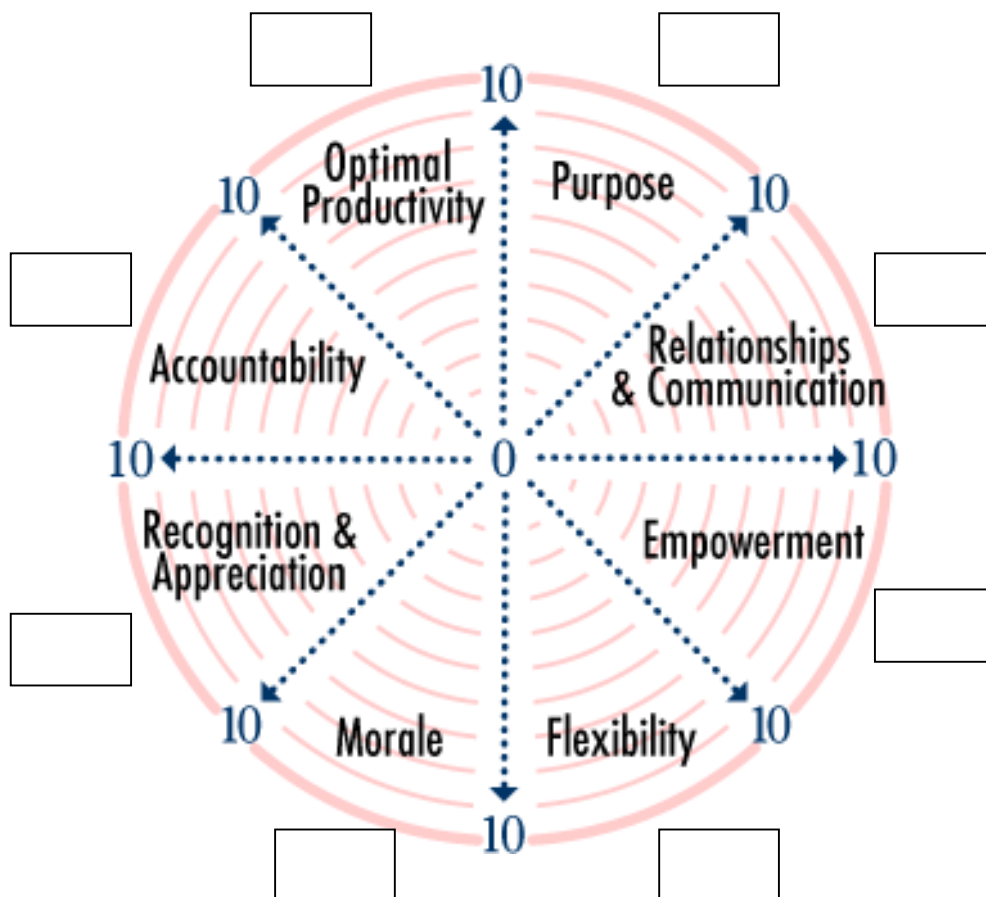
## CONDUCTIVE WORK ENVIRONMENT

- C WORKING ENVIRONMENT – OHS, Built Environment
- C EQUIPMENT & TOOLS – Technology up to date
- C COMPETITIVE ENVIRONMENT – Competitors regularly assessed
- C P.E.S.T. ANALYSIS Completed (Political, Environmental, Social, Technological)

# COMPANY WHEEL



# YOUR TEAM WHEEL



**TEAM REVIEW SHEET – Score 1=low, 10 = high**

<b>TEAM MEMBER</b>	<b>Relationship with You (/10)</b>	<b>Ability (/10)</b>	<b>Results (/10)</b>	<b>GAMEPLAN</b>

# **References on Personality Profiling**

## **BEHAVIOURAL TRAITS**

DISC Analysis Behavioural tests – [www.ttisc.com](http://www.ttisc.com) [www.integroleadership.com.au](http://www.integroleadership.com.au)  
We Hug in Hallways Here by Roger Wenschlag (DISC)  
Pumped Up People by Parkin et al (Aust book on DISC)  
E-Book on DISC Behaviours at [www.cuttsgroup.com](http://www.cuttsgroup.com)  
Turning People On, The Power of DISC by Judy Suiter (DISC)  
Coaching for Change by Hayashi (DISC conversations)  
If I Knew Then What I Know Now by Bill Bonnsetter  
Who Am I? The 16 Basic Desires that motivate our behaviour and Define our Personality by Dr Reiss

## **STRENGTHS**

Strengths Finder 2.0 by Tom Rath  
Strengths Based Leadership by Rath and Conchie  
NOW, Discover your Strengths by Marcus Buckingham and Donald Clifton  
[www.gallupstrengthscenter.com](http://www.gallupstrengthscenter.com)

## **VALUES & MOTIVATION**

MBTI tests – Myers Briggs Tests for Values  
A Guide to the Development & Use of the MBTI by Myers Briggs & Mc Caulley  
Kolbe tests – [www.kolbe.com](http://www.kolbe.com)  
Managing by Values by Ken Blanchard and Mike O'Connor  
Exploring Values: The Power of Attitudes by Suiter and Carlisi  
Please Understand me I & II: Character and Temperament by Keirse & Bates (sim to MBTI)

## **ENNEAGRAMS – PERSON TYPES**

The Enneagram made easy by Baron & Wagele (Enneagrams)  
The Wisdom of the Enneagram by D.Riso & R.Hudson  
Are You My Type, Am I Yours? By Baron & Wagele (Enneagrams)  
The 9 ways of working (Enneagram applied to workplace)

## **LEADERSHIP SKILLS**

Developing Leadership & Character – Knowing enough about yourself to lead others by Zigarmi, Blanchard et al  
The Platinum Rule: Discover the Four Basic Business Personalities - by Tony Alessandra & Michael J. O'Connor  
Good Boss, Bad Boss by Robert Sutton (Stanford Uni)

## **SALESPERSON TRAITS – Optimism & Adversity**

Optimism Test: from Learned Optimism by Martin Seligman  
Adversity Tests: from Adversity Quotient by Paul Stoltz PhD

# **RECRUITMENT BOOKS**

## **Finding & Keeping the Right People by Jon Billsberry (US)**

This book offers the manager practical information about the recruitment, selection and retention of employees. It is different to most other recruitment and selection books in that it shows the manager how to select people for both their job fit and their organisation fit. It is becoming increasingly more important that managers find and keep the right people to ensure that their organizations maintain and develop a competitive advantage. This book aims to provide practical techniques which will attract the right caliber of candidate; get the most from interviews, tests and recruitment agencies; integrate recruits successfully; and assist in choosing the right person for the job and the organization. By recruiting people who are right for the job and right for the company's long term goals, a motivated team can be built.

## **Hire and Keep the Best People by Brian Tracy (US)**

Choosing the right people to work with you and for you is the critical determinant of your success as a manager. This book shows you how to Determine exactly what you want and need in a new hire, Attract qualified candidates, Interview more effectively, Make better choices, Negotiate the right salary, Start your new employees off right and make them feel important and most importantly create a great place to work.

This book will save you thousands of dollars and countless hours of dissatisfaction by showing you how to make better hiring decisions and keep better people working at peak performance than ever before.

## **Ask the Right Questions Hire the Best People by Ron Fry (US)**

Whether you're replacing an employee who's leaving, or creating a new position in your company, Ron Fry shows you how to write a position description that really work and how to translate that description into a realistic set of search criteria. This book also shows you How to attract the best applicants. What to look for when you're screening resumes. What questions you should ask in the interview...and when you should ask them. How much you should read into body language and whether you should trust that gut feeling you get in the interview. How to listen more effectively to what the applicant is really telling you, and how to probe for the information the applicant doesn't want you to know. The right way to negotiate salary and what questions the law permits and forbids.

## **OTHER BOOKS**

- **Interviewing and Selecting High Performers by Richard Beatty**
- **Hiring: Strategies for Success by Dr Ken Byrne**
- **Interviewing Skills for Managers by Tony & Gillian Pont**

# FURTHER INFORMATION & RECOMMENDED READING ON DEVELOPING YOUR TALENT POOL & TEAM MEMBERS

## EMPLOYEE ENGAGEMENT

- Love your Team - How to halve employee turnover in < 90 Days by James Adonis (Aust)
- The 7 Hidden Reasons Employees Leave by Leigh Branham (US)
- 30 Reasons Employees Hate their Managers by Bruce Katcher

## STRENGTHS-BASED LEADERSHIP by Marcus Buckingham et al

- First Break All the Rules – What the world's Greatest Managers Do Differently
- Now Discover Your Strengths – How to Develop Your Talents
- Go Put Your Strengths to Work – 6 Powerful Steps to Outstanding Performance
- Strengths 2.0 – Strengths Finder

## EMPLOYER BRANDING / EOC

- How to become an Employer of Choice by Herman & Gioia (US)
- Forced Focus – The essence of attracting and retaining the best people by Penny Burke  
Best book on strategies for Employer Branding and staff retention

## GENERATIONAL CHANGE & ENGAGEMENT

- Doing Nothing is Not an Option - Facing the Imminent Labor Crisis by Robert Critchley  
*Great Australian Book on strategies for Managing Gen X/Y and Mature Age Workforce*
- Employing Generation Why – an e-book by Eric Chester (US)
- Getting Them to Give a Damn  
– Getting Your Front Line to care about your Bottom Line by Eric Chester (US)
- Generation Y – Thriving & Surviving with Generation Y at Work by Peter Sheahan  
*New Book on Strategies for dealing with Gen Y in the workplace*

## POSITIVITY IN THE WORKPLACE -

- The Carrot Principle by Adrian Gostick & Chester Elton (US) – also The 24 Carrot Manager
- Easy Peasey by Allan & Barbara Pease
- How Full is your Bucket by Tom Rath & Donald Clifton

## USE REWARDS & RECOGNITION

- Just Rewards by Jamelle Wells (Aust)
- Rewards by Steve Kerr (GE Crotonville centre)
- The Manager's Guide to Rewards by The Hay Group (Jensen, McMullen & Stark)

## ENGAGEMENT EXPERTS

- James Adonis
- Great Free Downloads from Mark McCrindle Research – [www.mccrindle.com.au](http://www.mccrindle.com.au)  
*Seriously Cool – Marketing, Communicating & Engaging with Diverse Generations*  
*New Generations at Work – Attracting, Recruiting, Retaining & Training Gen Y*  
*Engaging with 21<sup>st</sup> Century Graduates – Graduate Employment Study*  
*Bridging the Gap – Generational Diversity at Work & Word Up – A lexicon of Gen Y & Z*

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