

MINDSET &  
CORE BELIEFS

IS YOUR HIRING  
EFFECTIVE?

2018 NEW YEAR'S  
LEGISLATIVE CHANGES

# Building Savvy

*Meet Chris Crosby of  
Crosby Home Design-*  
GRANITE BAY, CA

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# Is Your Hiring **EFFECTIVE?**



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## The Scene

I am sitting across the table from the CEO of an \$18M commercial construction company, assisting with a day of interviews to find the company's newest Accountant. It's 7:45 a.m. (those construction folks start the day before the sun is even up). The other two company owners arrive to join the interviews two minutes before the first candidate arrives, which means we did not have the time to meet and prepare for the interview beforehand. I welcome the candidate, and the questioning begins.

*"Tell me about a time you..."*

*"Have you ever witnessed an accounting fraud, and how did you handle it?"*

*"What was your college GPA?"*

*"Tell me all about everything you have done in your career before this day"* (while you do, I will glaze over and feebly pretend to be interested).

After the interview ended and the candidate exited the building, we gathered to talk about the interview. And the conversation looked something like this:

**Me:** What was the reason you asked about an accounting fraud? Have you ever had a fraud? You are the owners and also run the company, so you would essentially have stolen from yourselves. Has that ever happened?

**CEOs:** No.

**Me:** Do you think their past experience means they were good at their job? What if they performed poorly?

**CEOs:** Hadn't thought of that.

**Me:** What is the idea behind the GPA requirement?

**CEOs:** It shows me how smart someone is.

**Me:** Is that the only measure of how smart someone is? What was your GPA?

**CEOs:** <Crickets. No comment.>

I then asked the company owners what qualities they were looking for in the person who would best fit this role. We discussed the link between the true needs of the business and valued-added

interview questions. And we developed a set of questions that addressed those needs.

## The Argument

There are many ways to evaluate if a candidate has the attitude, aptitude and ability to be successful in your organization. Open-ended interview questions that allow the candidate to answer in a thoughtful way that sparks conversation is the best way to approach this. Closed questions such as "what was your college GPA" do not open the door for conversation, and are isolated facts that leave a giant hole open for your judgments.

Further, past experience is not an indicator of future performance. Past performance, however, is.

## The Bottom Line

Before you are sitting across the table from your next potential new employee reading off a list of interview questions from Google, ask yourself:

- What are the traits you are looking for in a candidate? What kind of questions will help you explore if the candidate has those traits?
- What are the important company initiatives you want to accomplish next year?
- What kinds of questions can you ask to explore indicators of past performance?

Simply sharing this information in an interview and asking the candidate what his thoughts are is a great way to open a dialogue and obtain value-added information to help make better business decisions.