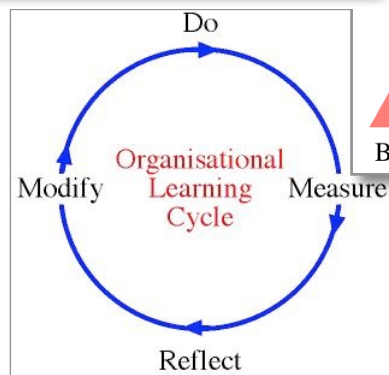
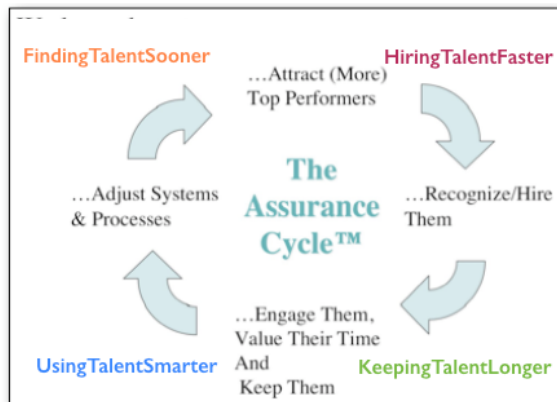


How to:  
**Talk to Strangers**  
With 

## OMNIA HIRING SYSTEMS WHITE PAPER

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- HOW TO TALK TO STRANGERS
- GETTING TO THE TRUTH
- UNDERSTANDING WHAT MATTERS TO EMPLOYEES



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# Introduction

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*First, let me thank you for downloading this white paper. It speaks volumes to your curiosity in understanding of the problems facing today's businesses.*

*Part 1: Hiring - How To Talk To Strangers: a message to all businesses, large or small - We had such a great interview. What happened? For every hire that doesn't work out, this same question gets asked.*

*Part 2: Opportunity - How To Make It Work: owner operated businesses who struggle to find their "employee groove" faced with the new millennial generation, their values and life style requirements... Now is the time to change to a different way of thinking.*

*Part 3: Safety - COVID-19 and Beyond: a message to all businesses, large or small, but in particular large retail businesses who are deemed essential and must stay open but traditionally have had to deal with high turnover and theft.*

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# Part 1: Hiring - How To Talk To Strangers

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## “We had such a great interview. What happened?”

For every hire that doesn't work out, this same question gets asked.

“How's it work?” or, more to the point, “Why's it not working like we thought it should?”

This is the mindset of an operations person. In an organization, there is a foundation layer - people - and they don't work like we thought they should after we hire them.

“I had such great rapport in the interview! It went fine.”

When talking to strangers, interviewers fail on 3 counts - first, they default to truth; second, they assume transparency; and third, they neglect that behaviour in a certain context, like a job interview, is inconsistent with behaviour in another context, like the job. These are hard-wired, subconscious human traits, says Malcom Gladwell in his book<sup>12</sup>, “Talking to Strangers”.

These traits drive the traditional hiring context resulting in hiring decisions that too often are no better than a coin toss. Commonly welcomed in an interview, rapport<sup>3</sup> is actually our enemy, not our friend. No wonder it's so easy to hire the wrong person. We don't know we are doing it.

When talking to managers, candidates, “the strangers” have their guard up and their story envisioned. However, there are 3 things to consider in the context of the interview. First, memory is faulty - we forget things; second, the need to please is huge and third, the desire to “get the job” is compelling. Either deliberately or subconsciously, candidates can distort, delete and generalize<sup>4</sup> the truth without realizing they are doing it. They're curating their history to make it as appealing as possible, and they are well practised at it. Used deliberately or not, rapport is a weapon.

## What's a hiring manager to do?

The person you interviewed turns out to not be the person who shows up for work. The 90 day probationary period doesn't solve this.

Omnia Hiring Systems solves this. We know how to talk to strangers. We've been doing it for years. We now have new language to describe it. We find out who the person is and do the company values line up with their values - this is what matters most top performing employees - before the job offer is made.

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<sup>1</sup> Talking to Strangers, Malcolm Gladwell, Little, Brown and Company, 2019

<sup>2</sup> Levine, Timothy. (2014). Truth-Default Theory (TDT): A Theory of Human Deception and Deception Detection. Journal of Language and Social Psychology. 33. 378-392. 10.1177/0261927X14535916.

<sup>3</sup> “I like you because you are like me.” This is the definition of rapport. It can be learned. It can be faked.

<sup>4</sup> The Structure of Magic a Book about Language and Therapy, Bandler & Grinder, Hushion House 1975

Omnia Hiring Systems has 4 phases called the Assurance Cycle<sup>5</sup>:

- ☑ **Finding Talent Sooner:** It's not a shotgun. It's word-of-mouth and it's specific.
- ☑ **Hiring Talent Faster:** Described above, it's fast and accurate.
- ☑ **Keeping Talent Longer:** Employees join the company but leave their manager.
- ☑ **Using Talent Smarter:** You've hired well - let them fly.



Rapport is important. Knowing when to discourage it and when to encourage it is crucial when you are face to face with a candidate or an employee, as illustrated above.

When hiring, discourage it. When managing, encourage it<sup>6</sup>. Rapport is a friend to managers. It eases communication. It promotes engagement. Rapport is a friend to employees. It's a team builder. It's also a shield that protects the positive work environment from the occasional bad actor that may sneak through a weak hiring process.

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<sup>5</sup> The Assurance Cycle assures that the business will continue to grow and thrive as it changes.

<sup>6</sup> "I love working here because everybody I work with is just like me." A common sentiment from people experiencing Omnia Hiring Systems. Rapport has many names. It can be taught. It can be practised by people who know, like and trust each other. For instance, networking, team dynamic and organizational learning are all based on rapport.

## Part 2: Opportunity - How To Make It Work:

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### ***The Full Monty***

So, here is the full monty of how employers and employees work in perfect harmony.

I want to start by reiterating my understanding of the challenges faced by most owner-operated businesses as they evolved over time.

The modern business owner faces unprecedented people challenges today that did not exist 40 years ago, yet most business hiring practice dates back to the 1940's era even under the guise of being up-to-date and modern. Hiring is not rocket science. It should be easy. It can be easy. It doesn't look like it, however.

1. Many owners are frustrated to the point they are willing to shut the business down and walk away.
2. Business owners' most pressing challenge is finding millennials who would stay.
3. Then getting them to put in a full day at work, 5 days a week and on-call when necessary.
4. I would put forward a fourth challenge here - that of selling your business as a retirement proposition.

In my professional dialect, reiterating these challenges, I see the following:

1. Owners have spent many years reaching the point of quitting because they have no answer to the other points that follow.
2. The first perceived problem is one of sourcing millennials who will stay. The problem is, that's not the first problem:
  1. The owner's first challenge is creating a work environment that millennials experience as inviting.
  2. This gives rise to the second challenge - documenting, then living a business value system that agrees with millennials that they experience as authentic.
  3. This speaks directly to how millennials are managed - since most owner/operator business owners are the only manager, it is very likely the owner will have to adjust his/her management style.
3. "Getting millennials to do a full days work 5 days a week and on-call when necessary", is now the sourcing and selection challenge, answered by the 4 following questions:
  1. Can they do the work?
  2. Will the do the work?
  3. How will they do the work?

4. Do they fit our team?
4. Last, as many owners start to age out, they are, and always have been, the business. Selling the business is not possible as the owner cannot separate him/herself from the business. The owner's only sellable asset is their customer base. Repeat business, generated by a purchased customer base, with any product takes too long to be worth much in a sale.

In my conversations with owners, it seems as though their challenges brighten significantly as they start to pick out and identify with certain elements of our system. Now, the owner, "thinks he has the analysis of his people under control"... "Because of his due diligence to understand his people, and how they tick, what they like, what they don't like, etc. He is noticing that some of the bad apples are leaving on their own... which is great."

This may be true. There are many caring owners who empathize with their employees regularly. They may be charismatic individuals and their employees, who depend on the owner for their and their family's very financial existence, have said to the owner how wonderful and gifted he is to have solved all their problems by talking to them and getting rid of some of them. Remember that my comments about the interviewer in Part 1 now pertain to the manager - they assume the employee is being truthful and transparent and they're not in certain contexts.

This is not permanent change. I wonder what his employees are saying about this. That's my point. We don't know. Nobody in control of the company knows. What we do know is that, no matter how they like and trust the person who signs their pay cheque, there are things employees will never tell their boss - until they are walking out the door, if even then. Remember, as contexts vary, employees will continue to delete, distort or generalize, deliberately or subconsciously, what they reveal to their boss. This is called a crisis, when it's finally revealed, and it's been building underground for months for the millennials, more likely years for some of the most loyal employees. It always comes as a surprise and there is always a "reason why" in the management rationale, except that isn't the real reason.

### ***Discovering The Truth***

We also know that, given an opportunity to discuss their issues with the company, confidentially and anonymously with a third party, using a proprietary Omnia Operations Survey, under the strict promise that nothing they say will be revealed to their boss or co-workers, employees will tell the truth about what they think...

... and we will summarize their concerns as long as three of them say the same thing.

This is where we start. This first step must be taken. This is how a company earns their guarantee.

### ***Our Guarantee***

Our clients are the experts in their business. They are also the experts in the problems of their business. Omnia is the expert in our process. Our guarantee is that if you put



your business with our process, your business will get better. Omnia offers a 100% money back guarantee you will see positive results.

## **The Omnia Promise**

Omnia is more than just the traditional management-consulting firm.

- ☑ It's rock solid assurance that your business will grow and thrive;
- ☑ It's the ability to step away from your business for a period of time and know it will continue to grow and thrive;
- ☑ It's the ability to exit your business gracefully and profitably, whether you sell it or keep it as an investment;
- ☑ It's the ability to pass on a legacy to the next generation of owners;
- ☑ It's the ability to get your people to do what you want them to do;

## **The Omnia Process**

The Omnia process is individualized to each company and includes:

- ☑ **Phase 1 – Identify What's Right**
  1. A detailed Omnia Employee Engagement Survey;
  2. A detailed structural analysis of your business;
- ☑ **Phase 2 – Transition to a Delegated Operation/Let Your People Do it**
  1. The creation of an Operations Manual detailing the soft systems of your business;
  2. 1:1 coaching on the elements of transition;
  3. Employee workshops;
  4. State-of-the-art tools.
  5. The key goal is the state of organizational learning across the company.



Cherry-picking by deleting some elements of the Omnia process while retaining others not only invalidates the guarantee, it also considerably devalues the effectiveness of the whole project.

It's not about the boss; it's about the people who do the work on the ground, regardless of their demographic. A key fundamental of this process is allowing the

employee voice to be heard without the presence of the boss to influence what is spoken.

From there, it is the employees who become in charge of what they do.

Omnia, as a consultant, subscribes to the notion of a “creeping commitment”, where each element of the project as it rolls out is costed and deliverables identified. Each next element builds on the results of the previous element. The project can be terminated at any step of the process and the deliverables achieved to-date will have full value. You just can’t skip a step.

Every business has a boom time of year. It may be Christmas or some other holiday or it may be seasonal summer for construction, for instance. For owners, this presents a sizeable dilemma - on the one hand, business has never been better; while, on the other hand, the owner needs more reliable people quickly to keep up.

He’s not prepared for either because he doesn’t have a solid business that can quickly and sustainably scale up.

Immediate, pressing problems, require immediate, short-term solutions, hence the owner’s desire, as described earlier, to hire ASAP regardless of past errors in hiring, business structure and management.

In this situation, the single, most effective action an owner can take is to install the complete hiring system, including the ATS. All we need is one person and 7 non-contiguous hours to train.

The steps before this step can be retro-fitted as required to maintain the guarantee and the value.

# Part 3: Safety - COVID-19 and Beyond

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## ***The Crisis At Hand***

This crisis is unprecedented likely back to WW II or the polio pandemic of the 1950's or the Cuban missile crisis of the 1960's.

We all are being tested in how to proceed.

It's important that we all adhere to the guidelines set out by our government and health authorities as they evolve. It is equally important that businesses adapt their policies and procedures to these new realities and, regardless of what happens next, business must carry on.

A great man, Winston Churchill said, and I paraphrase for brevity...

**With great change comes great opportunity.**

We sent a message to our clients - the Omnia Hiring process you are currently using needs only one small tweak in procedure to become bulletproof in protecting your workplace from infection.

For the last 15 years, the Omnia Hiring process has been on-line. That does not make it totally unique. What does, however, is the reason we have been on-line for so long. It's easier to control rapport when you are one step removed from your candidate. Everyone knows how difficult it is to express emotion in an email. That's why we have emogis. In our case, not having easy access to emotion is desirable.

Although there is human interaction with the candidate at every step after initial contact, the candidate does not meet the hiring decision-maker until the last step, not the first.

Our message to you is simply this...

**There will never be a better opportunity to change how you bring new people into your organization.**

Omnia Hiring Systems was designed 15 years ago to eliminate rapport, the situation responsible for all too frequent emotion-based hiring decisions, from the process of bringing people you don't know into your workplace - hiring. What we did was eliminate face-to-face human interaction while speeding up the process and increasing the probability of finding and hiring top people.

1,000's of people are currently looking for work.

- Employers, who do you choose?
- Candidates, which company is your perfect opportunity?

For employers, to find your ideal candidate, there are 6 steps to elimination in the Omnia Hiring Systems process ending in an interview with the hiring manager.

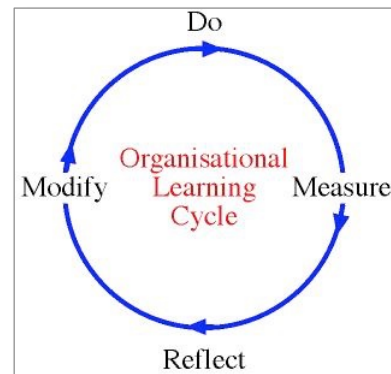
For candidates, finding to your perfect company is easier than most job opportunities - the barriers that prevent top performers from applying have been removed.

Since you have downloaded this white paper, you have sensed a key benefit - barriers that stop top performers from applying are gone.

- ✓ Resumés and cover letters have been eliminated. They are never up-to-date.
- ✓ The first interview can happen at the candidate's discretion - no need to schedule one. Just go to the web site and fill out the form.
- ✓ Introductory interviews have long been eliminated and travel to the final interview is facilitated by video conferencing, such as Zoom, as prescribed by the business, the first time the business comes face-to-face with the new hire is when they show up for work - with the appropriate documentation of good health as defined by the health authorities and the company.

### **The Silver Lining**

The opportunity for change is here. The state of organizational learning makes this a conscious reality. Many companies will not see the need to go back to the way things were after COVID-19. As businesses come out of the crisis and back to business, the opportunity exists to make changes, starting with who do you invite back to work, or do you restart everything? The reason this is so important is that, the Omnia process of remediation is actually conducted by the top 20% of performers in the company. In order to attract this quality of person, as the company rebounds, the Omnia Hiring system becomes strategically the most important action you can undertake, so contact us and let's talk.



Thank you again for reading this paper. Please get in touch for further details. You can make comments or share on social media or you can schedule an interview.

Kind regards,

Jim Carwardine, President  
Omnia Hiring Systems

# About Jim Carwardine

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Jim Carwardine, the visionary creator of Omnia Hiring Systems, is a seasoned hiring specialist with a strong background in operations and project management.

## About Omnia Hiring Systems

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Omnia Hiring Systems are expert hiring systems that can operate within any sized business from large box store-sized businesses down to small operations. Omnia Hiring Systems operate with optional intervention from HR, can consistently find good people with good job fit with an amazing time-to-fill of from 1 to 7 days for most non-executive positions. Omnia Hiring Systems is also expert at hiring top executive positions as well.

### ***Who Benefits from Omnia Hiring Systems?***

Omnia Hiring Systems speaks to any business desirous of wanting fast, permanent change. Businesses that benefit from the Omnia Hiring Systems approach include:

- Businesses that suffer from high turnover, employee theft, toxic work environments, bullying and other problem employees.
- Owners wanting to exit their business by selling, family succession, employee buyout or other means.
- Owners who want to expand their business.
- Owners who want to pivot their business to new opportunities.
- Owners who want to build multiple businesses.
- Owners who want to extract themselves from the day to day operation of the business.

*Please click a link and Like and Share this site. Click the calendar to set a 30 minute interview with Jim Carwardine.*

