

Successful Hiring Trends for 2018



By Joe Talmon

The issue of hiring the right people for your company is a critical consideration for a successful and profitable 2018. Examine a few of the Immutable Laws of Hiring:

- Hiring the right person takes twice the time you expected and much more time than you seem to have.
- The true cost of “mis-hires” doesn’t show up as an isolated item on your P&L.
- Unless an interviewer is trained in a modern recruiting process, mis-hires become the rule rather than the exception.
- You cannot use your personal standards or what motivates you to conduct an effective interview.

HIRING and interviewing sales and marketing personnel is a constant. Selecting the best managers for sales departments, marketing, installation and administration are equally critical. In many organizations, the human resource department plays an important role in setting up successful methods for advertising and interviewing. In other cases, sales and marketing managers feel competent enough to perform the interview. Our observation is if you are experiencing those who respond to you from whatever source either not showing up for an interview, not returning your calls after an interview, and/or where those hired don’t “work out,” you would be wise to examine **behavioral profiling**.

The founder and CEO of Dave Yoho Associates has a long and dedicated history in the study of human behavior. For more than 40 years, the company has used

a DISC instrument to aid us and our clients to better understand human behavior, then to utilize that knowledge to improve the manner in which job offers are worded via print or electronic advertising. The system also improves hiring, training and management skills. The use of a specially designed DISC profile for small to large companies enables an applicant to complete a 10-minute electronic profile and receive an immediate printout. The system works 24/7, 365 days a year. If any of the following is difficult to understand, feel free to ask us for a completed profile for better understanding.

In response to numerous questions from clients, here is but one of the benefits of using this instrument in interviewing decisions:

First, you need to read the report, not just look at the graphs produced, to learn about the individual.

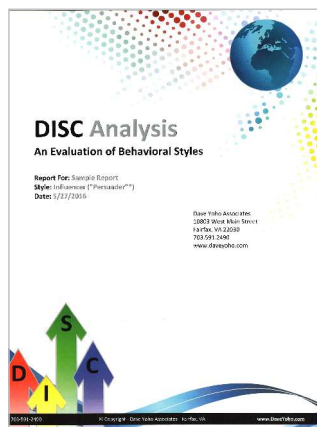
A key to efficient interviewing is to understand that **a person who wants a job will almost always tell you he or she can and will do the job**. The interview is an infomercial where the applicant’s intent is to persuade you. Your job is to get to the reality of three questions based on their profile. Can they perform the task under “day-to-day stress”? Are they capable of managing their thoughts and emotions to do the things you ask them to do?

Next, will they utilize the behavior the job requires? And third, do they fit? Will they perform their tasks conforming to company training?

Applicants may do everything to convince you they meet all three criteria because they want a job. Often, the same people who want the job in the interview and sell you on all three questions are the same people who may quit during training. They might go to lunch and not return; they may give up in the first weeks, or eventually never do well and quit.

Imagine if they really acted each day the same way they acted during the interview. The interview is often an “act.” The interviewer must get past the act and understand the real person being interviewed.

Will they perform the tasks you want? Will they exhibit the behavior you require? Do they fit?



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Remember, the person who quits after a few days or weeks somehow sold someone on these three questions. This also tells you that it is easy to hire the wrong person and overlook the right one.

To hire more of the right people and fewer of the wrong ones, learn how to understand and use the DISC Analysis. It is wise to hire those people who have profiles that are known to be more than likely to succeed.

When you hire individuals with the wrong profiles, you may be asking a person to behave in a way that is in conflict with their personal beliefs and values. You also have hired a person less likely to succeed.

Once you read the completed profile, you will learn a great deal from all the sections, but look at the area noted as:

YOU (THE APPLICANT) TEND TO BE MOST EFFECTIVE IN ENVIRONMENTS THAT CAN PROVIDE:

- Opportunity for advancement to positions allowing for creativity.
(Is this available in the position?) **No**
- Freedom to create in new and different ways.
(Is this available in the position?) **No**
- Challenging assignments that are both detailed and wide in scope.
(Is this available in the position?) **No**
- Support, which allows you to focus maximum effort on the job tasks and not be concerned with social protocol.
(Is this available in the position?) **No**
- Opportunities for one to work alone and to think things through.
(Is this available in the position?) **No**
- Support of some occasional vacillation in decisions or ideas.
(Is this available in the position?) **No**
- Power and authority to make decisions and create change.
(Is this available in the position?) **No**

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EXAMINE THEIR USUAL BEHAVIOR AND THEN NEEDS UNDER STRESS THAT THEY MAY APPEAR:

- Pushy
- Restless
- Irritable
- Critical
- Intrusive

UNDER STRESS THEY MAY NEED:

- Control of the situation and themselves
- Tangible evidence of progress
- Accomplishment of tasks with which they may be unfamiliar

EXAMINE THEIR TYPICAL BEHAVIORS IN CONFLICT:

- Often their anger is directed at the situation and the lack of desired results, not at anyone personally. However, their outbursts and behaviors may appear to be a personal attack. Do they tend to react quickly? Often they may fail to choose their words appropriately.
- Do they understand conflict, aggression and anger issues? Often they don't realize the impact their behavior has on others. In some instances, they may consciously choose anger and aggression as a tactical weapon, thereby increasing the level of aggression.

NOW READ GENERAL CHARACTERISTICS OF THE COMPLETED PROFILE.

With this available data, you may decide not to hire this person. The difference between what they need to be comfortable in a position and what you will expect them to do are not in harmony. As people seek to have their beliefs and behaviors in harmony, they also find frustration when their beliefs and behaviors are not understood. This subject matter is called cognitive dissonance. (Google it, and read a paragraph or two.) This will help you better understand why people may fail after you hire and train them.

The only way to improve your hiring results and build a super team is to stop guessing and trusting your gut for anything more than when you are hungry. Learn more and begin trusting the science of behavioral analysis.

You will shape the future by the decisions you make. But, you must first accept the results of the people you hired in the past. You must own those results because you hired them!

Improve your interviewing, hiring and training if you own or manage a business. Email me at admin@daveyoho.com, subject line: Send me a profile, and request a completed profile at no charge. Make 2018 the best year ever. ■

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