

Why do new hires fail? • 46% of newly hired employees will fail within the first 18-months • 89% will fail due to attitudinal reasons • Coachability- 26% • Emotional Intelligence- 23% • Motivation- 17% • Temperament- 15% • Technical Competence- 11%

Costs of a bad hire Financial impact Opportunity Cost Cultural impact Disengagement Reduced productivity Time spent on performance management Turnover

What's your department's culture?

Think of someone in the department who really represents our culture. Could you tell me about a time they did something that really exemplifies having the right attitude?

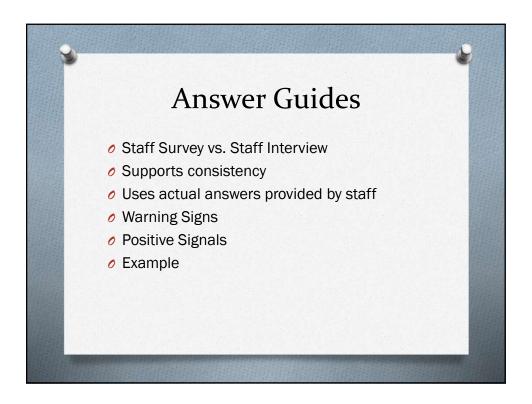
Without naming names, think of someone who works (or worked) in the department who just did not represent the culture. Could you tell me about a time they did something that really exemplifies having the wrong attitude?



Eliminate bad questions Tell me about yourself. What are your strengths? What are your weaknesses? What would you do if...(hypothetical)? You have good time management skills, right? If you could be any song, what song would you be?

Questions Pick one of your bermuda shorts characteristics. Begin the question by asking "Could you tell me about a time you..." Add a differential situation to elicit those characteristics. And leave it hanging!

The Coachability Question What was your boss's name? Tell me about NAME as a boss. What's something that you could have done to enhance your working relationship with NAME? When I talk to NAME, what will he/she tell me your strengths are? What will he/she tell me your weaknesses are?





Scoring the Candidate 7-point scale Low score 1-3 Within ten minutes of finishing the interview score candidates responses to each question.

Some Implications • Takes more time to hire • Can be used to create clearer guidelines and expectations for staff • Can be used to reinforce the values already held by the department

References Murphy, Mark. (2012) Hiring for Attitude. New York, New York: McGraw-Hill Companies www.leadershipiq.com Altman, Jack. "How much does employee turnover really cost?" Huffpost. 18 January 2017. Web 15 October 2018