

Hiring for Attitude

Why do new hires fail?

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

Costs of a bad hire

- o Financial impact
- o Opportunity Cost
- o Cultural impact
- o Disengagement
- o Reduced productivity
- o Time spent on performance management
- o 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?

Positive versus Negative

Positive Bermuda Shorts

- o Growth
- o Respect
- o Excellence
- o Accountability
- o Team Work

Negative Bermuda Shorts

- o Rigid
- o Condescending
- o Anti-Change
- o Blaming
- o Loner

Eliminate bad questions

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

Questions

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

The Coachability Question

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

Answer Guides

- Staff Survey vs. Staff Interview
- Supports consistency
- Uses actual answers provided by staff
- Warning Signs
- Positive Signals
- Example

Deeper Dive

- Pronouns
- Tense
- Adverbs
- Negation
- Absolutes
- Waffling

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

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