

# THE EXTRA POINT

BY JERRY ROBERTS



## # 401 A Better Idea For Evaluating Job Candidates

I recently had somebody ask me how they could improve their hiring practices and have a better chance of landing a job candidate who is a solid fit for their organization. I'm Jerry Roberts and I'm going to tell you what I told them, next on The Extra Point.

So, how can we improve our hiring system in order to get somebody on the payroll who fits in with who we are? That was the question.

We examined their system and it was fairly standard. They screened resumes and applications, held two interviews, the first by the HR manager alone, and the second for the short list of best candidates, and that included the department manager who would be this person's supervisor. The job was offered to the person who performed best. Pretty much the kind of system most employers use. Still, it wasn't working. The question was why not?

It could be a lack of perception on the part of the interviewers and not asking good followup questions. It could be the bias of the interviewers and "falling in love" with a certain candidate, basically selecting him or her during the early stages and then just going through the motions to say you complied with the process. That happens a lot. Third, it could be that the applicant was just really good at interviews. They sized up the interviewers and knew how to answer the questions so they would stand out.

Whatever the reality of that, I suggested they add another step to the system to all those they invited back for the second interview. If you're having similar issues with your hiring, maybe this will help you as well.

Questions don't always provide a good and in-depth picture of someone's thought processes. If you want to know more about what's going on inside someone's head and how they'll likely

fit in with your organizational culture, you'll do well to go a little deeper.

Find a chapter in a book, an article, or video you feel illustrates some important points about the type of attitude you're looking for. It should require less than 30 minutes of their time to go over the material, which is a reasonable request to make of someone looking to get hired. You can say, "Here's a book/article/video we like. It'll take you 20 minutes to go over it. Please do that before we meet again and we'll discuss it a little. Okay?"

Note the person's reaction. Are they still as enthusiastic as before, or put off by you asking them to do a little extra work?

When you meet with the candidates for the second interview, ask each one a few questions about the material you gave them. Sample questions like these:

- What stood out for you?
- What principle do you feel strongest about?
- Which would be the most challenging for you?
- What did you disagree with and why?

Don't lead or prompt them. Instead, give them the opportunity to express themselves as fully and as clearly as they can.

At the end of this exercise you should have a much better feel for each candidate and the probability of how they'll mesh with your team. If you use the idea, let me know how it goes.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

###

For information on training and consulting services from Jerry Roberts, please click this link: [guamtraining.com](http://guamtraining.com)

**THE POINT**  
93.3 FM / 1350 AM / 104.3 FM HD-3

**GUAM TRAINING**