

# PHL|HP Consulting Group

Building & Sustaining High Performing Organizations



A Message From Dr. Philip Levy, Founder & President

## WHAT TO LOOK FOR WHEN HIRING

Do they fit your corporate culture and share your values?

Are they team players?

Self directed, courageous and confident individuals who are willing to take a risk.

Are they hungry?

How do they think? How do they analyze situations and problems?

A can-do, positive and optimistic attitude.

A willingness to do whatever it takes to ensure the success of the team.

When times get tough, do they hang in there?

People who demonstrate the ability to experience pleasure.

## “Hiring the Right People”

Success in today's highly competitive environment is all about maximizing human capital by hiring the right people and ensuring that they have an excellent working knowledge of the purpose and mission of the company. This results in a joining and focus of efforts that are key to success. One of the greatest obstacles to success is a lack of focus, the outcome of which is a thrashing of disparate and disjointed efforts, which while well meaning are not productive. A shared vision leads to a shared ownership of the company and a focused and passionate effort on the part of all employees at all levels.

What to look for when hiring people:

**Do they fit your corporate culture and share your values?**

You can teach skills rather easily and quickly, but values are developed over years. Begin by looking for shared values.

**Are they team players?**

Pat Riley said: There is no I in team. Stars do not win games. Well coordinated teams excel and win.

**Self directed, courageous and confident individuals who are willing to take a risk.**

Leaders must create an environment which rewards and supports risk taking. There can be no fear of failure or there will be no willingness to take a risk and help the company grow.

**Are they hungry?**

**How do they think? How do they analyze situations and problems?**

**A can-do, positive and optimistic attitude.**

**A willingness to do whatever it takes to ensure the success of the team.**

**When times get tough, do they hang in there?**

**People who demonstrate the ability to experience pleasure.**

Now that we know what we are looking for, how do we assess this during the screening process? I say the screening process, because it's much more than just an interview. You need to ascertain how a person thinks and how they will fit in with and complement the team and you as the leader.

The first step is the interview. The biggest mistake most interviewers make is “talking too much and listening too little”. Ask questions and listen to not only what the person says, but how they think.

Here are some of my favorite interview questions:

Who knows you best? What would they say your greatest strengths are?

Describe a decision you made that didn't go well. How did you handle it? What did you learn from it?

What do you know about our company?

What are you looking for in a job?

If you were the CEO of this company, how would you articulate its mission?

What will you add to the company that no one else will?

What are you passionate about?

What is your greatest liability as an employee and how has it manifested itself?

What is the most challenging thing you've ever done?

What did you like about this interview?

What question would you like to ask yourself and what is your response?

If you could do this interview over, how would you change it?

Are you interested in this position and working for this company? Why?

Obviously, these are only a few suggested questions, all of which can be modified and personalized based upon your style and what you are looking to find out.

Remember, the interview is only step one in the process. What can you do next? If the person seems like a desirable candidate, let them know that you enjoyed getting to know them. Then let them know that you want happy employees who fit in well with the team. This leads to step two: Invite them back, have them meet a small group of employees and observe a discussion they have. Again, listen, listen, listen. Obtain feedback from the existing staff and ask the candidate how they thought they did and what they learned.

Finally, the interview is also step one in the orientation process. It's an opportunity for you to present the mission, values, and standards of the company from the very beginning.

To develop a plan to maximize the human potential of your company, please contact  
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