

BUSINESS FREEDOM 365

Month Five, Week One:
Recruiting and Hiring

Topic

Conducting the perfect
job interview

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Conducting the perfect job interview

This month is going to be all about recruiting, interviewing, hiring and inducing the very best people.

With the foundation that we built last month, all about where to find those people, and what type of people you want, now we're going to talk about the interviewing process.

THE KEY IS, STOP HIRING NICE, INEFFECTIVE PEOPLE

Have you ever hired a nice ineffective person? Or have seen a nice, ineffective person be hired?

The worst thing about nice, ineffective people is not that they're ineffective, the worst thing is that they're nice, so when you realize they're ineffective you don't want to fire them.

What we want to do is get really clear about how you can interview in a way that ensures you don't hire nice, ineffective people.

Let's describe how you hire nice, ineffective people:

- You somehow get a pile of resumes, so you have applicants
- Choose the people that you want to interview, because their resume looks good
- You bring them in for an interview
 - Usually they're pretty casual, you ask them about themselves, you figure out if you like them and there's resonance, and if the resume was good, you might offer them the job

We're going to go through a much more powerful way to interview, that can preempt nice, ineffective people, that can make sure you end up with the best people from the moment of your interview.

Let's be clear about why you would want to do this. One of the most expensive things in business is hiring, interviewing and training people.

It's a very expensive task, and it's one of the things that makes entrepreneurship have a barrier to entry, because the whole process involves using time, effort and energy in order to bring somebody in, and there's going to be some time before they start returning on the investment.

For example, with sales people, you hire them and train them, and depending on how long your sales cycles are, it could take weeks or even months before they start bringing in the revenue to justify the investment.

So, if you hire a nice and ineffective person, then you've advertised, interviewed, hired, trained and paid them to be nice and ineffective. You're probably going to have to let them go, and start the process all over again.

The interviewing process that we're going to talk about today, this week and this month is going to help you absolutely fix that problem.

You might have that problem now if you have lots of employees, or maybe you don't have employees yet, and it's going to help you lay the foundations so as you start building your company, you're going to build it with the right people from the get go.

So, let's start with the interview:

The challenge with most interviewing is it's really just a system of checking for resonance. The questions you ask yourself are:

- Do I get along with this person?
- Do I like their energy?

At the end of the day, you wouldn't be having the interview with them if their resume didn't say the right things.

We're going to change the interviewing process by understanding a few things about it.

- A.** People are generally nervous when they come to an interview
 - a.** This isn't ideal, because you don't really get to know them, and who they are.
 - b.** Think of it like dating, and not being genuine
- B.** They've been rehearsing, they've been practicing, and thinking a lot about it

So, with this in mind we can create a better interview structure. What you want to do is:

1. Make them comfortable

- This makes them more personable, and more likely to open up
- If they're nervous, you are going to only see their stressed personality, and that's not genuine, so, to make them more comfortable you can:
 - Interview off property, that could help
 - But it's mostly about the conversation
- Don't ask them about their last job, ask them questions you would in a normal social setting
- Ask personal questions about likes and dislikes
- Make it less formal
- If you do this well, you can learn a lot about them
- But ask them personal, atypical questions to make them feel more comfortable

2. Mime Some Questions

- This makes your question seem more real, and makes it harder for them to use their script or lie
- Ask them what people would say about the individual if you called them right now, like an old boss
- Use your hands to show that you are going to call them, so make a phone with your hand and bring it up to your face
- Listen to what they say, and it will almost always be truthful
- Also, you want to ask them some unorthodox questions.
- You do this because you get them away from their mental script, and because spontaneous lying is difficult.
- At this point you will know if you like them or not, so if you don't like them you can let them go, but if you like them then you should move on to the next part.

3. Attack them

- This step will save you THOUSANDS of dollars
- This is how you get a glimpse of how they think and operate as well as gets them off balance
- Tell them that you like them, and that you enjoyed the interview
- Then, question their ability in regards to one aspect of the job, something that the job requires, or something about the candidate that you are concerned about.
- Listen to their response, there are only three possible answers.
 1. They genuinely defend themselves (The answer you're looking for)
 2. They accept the criticism (Indicates nice, but ineffective)
 3. They get mad that you attacked them (They're crazy)
- You can even use this to get the candidate to agree in advance.
 - If they said that they are often late, then you can use this part of the interview to get them to agree not to be late.

By using this script you can avoid those pointless hires that really waste your money and your time. This will ultimately make your business more effective, because you're not wasting precious resources on people. This leads us to the homework for this week, which will focus on practicing with script.

Part 1

The first thing you are going to this week is to read over the script/questions that you've been given below and really familiarize yourself with it.

Part 2 - *Optional*

Practice on a real person. Go into the Facebook group and ask someone if you can practice conducting an interview on them, and get feedback. You can do this in person, or you can also use Skype or another digital medium.

Part 3 - *Optional*

If you are at this point with your company, actually interview someone AND share with us on your success!

Script

Step One: Optional Questions To Help The Interviewee Relax

1. What do you do when you're not working?
2. Did you choose your profession or did it choose you?
3. What would you do if you won the lottery?
4. What is your favorite way to relax?
5. What is your favorite book to read? or What is your favorite song or favorite movie?
6. What makes you laugh the most?
7. What is your favorite holiday?
8. What was the last book you read/movie you saw?
9. What are your favorite TV shows?
10. What is one thing you're glad you tried but would never do again?
11. When people come to you for help, what do they usually want help with?
12. Who's your go to band or artist when you can't decide on something to listen to?
13. What's something you like to do the old-fashioned way?
14. What is something you have only recently formed an opinion about?
15. What are you interested in that most people haven't heard of?
16. What is something you think everyone should do at least once in their lives?
17. What is something that people are obsessed with but you just don't get the point of?
18. Where is the most interesting place you've been?
19. What is the luckiest thing that has happened to you?
20. What is your biggest pet peeve with modern technology?
21. What object have you been searching for with no luck?
22. What social customs do you wish would just disappear?
23. What is your favorite animal or what animal would you be?
24. What gets you out of bed every day?
25. What do you say more often in life: yes or no?
26. What is on your bucket list?
27. What would you tell your teenage self if you could go back in time?
28. What gets you fired up?
29. What's one responsibility you really wish you didn't have?
30. What do you regret not doing?
31. What or who couldn't you live without?
32. When do you feel the most confident?
33. What fictional character do I identify with?

Step Two: Probe Into The Interviewees Background With Unorthodox Questions Or With Subtle Mime.

1. If I were you call your past employee right now, what would they tell me about you? (Mime picking up a phone with your hand and holding it up to your ear)
2. Are you more of a hunter or a gatherer?
3. You're a new addition to the crayon box. What color would you be and why?
4. We finish the interview and you step outside the office and find a lottery ticket that ends up winning \$10 million. What would you do?
5. What do you think about when you're alone in your car?
6. If you could be any animal in the world, what animal would you be and why?
7. What was the last gift you gave someone?
8. What were you like in high school?
9. What's the last thing you watched on TV and why did you choose to watch it?
10. Any advice for your previous boss?
11. Tell me something about your last job, other than money, that would have inspired you to keep working there.
12. What is the funniest thing that has happened to you recently?
13. What do you want to be when you grow up?
14. Which two organizations outside your own do you know the most people at and why?
15. Pretend you're our CEO. What three concerns about the firm's future keep you up at night?
16. If I were to hire you for this job and I granted you three promises with regard to working here, what would they be?
17. If you don't get this job, what's your backup plan?
18. What inspires you?
19. Teach me something I don't know in the next five minutes.
20. What are you known for?
21. What do you work toward in your free time?
22. What's the most interesting thing about you that we wouldn't learn from your resume alone?
23. How would you rate your memory?
24. If you woke up and had 2,000 unread emails and could only answer 300 of them, how would you choose which ones to answer?
25. You've been given an elephant. You can't give it away or sell it. What would you do with it?
26. How would you convince someone to do something they didn't want to do?

Step Three: Attack Them On The Traits That Your Looking For And Have Them Convince You That They Have Them.

Example: Hiring a Salesperson

Hey, thanks so much for coming in for this interview, I've really enjoyed it. I like you and I think you could really fit in. My only concern right now is that we have a pretty competitive environment in our sales room and I'm just not picking up that cut throat, aggressive, determination from you that we would normally expect from a sales person. What do you think about that?

Responses:

- A. They defend the position that you've just challenged them on causing them to have to sell themselves to you
- B. Passively accepts what you've just challenged them on, they are a nice, ineffective person.
- C. They attack you right back

Examples: Hiring an accountant

Hey, I've really enjoyed you coming in here for an interview. I can really see how you might fit in with our team and you definitely have the right attitude. Here's the thing though, we are really detail oriented, particularly in our accounting department, we want things to be on time, all the time and super accurate. Often that takes someone with almost an OCD tendencies around numbers and you seem a little more relaxed than that. I'm not sure if your as detail oriented as we would like.

