

The Top Ten Ways To Hire The Wrong Person

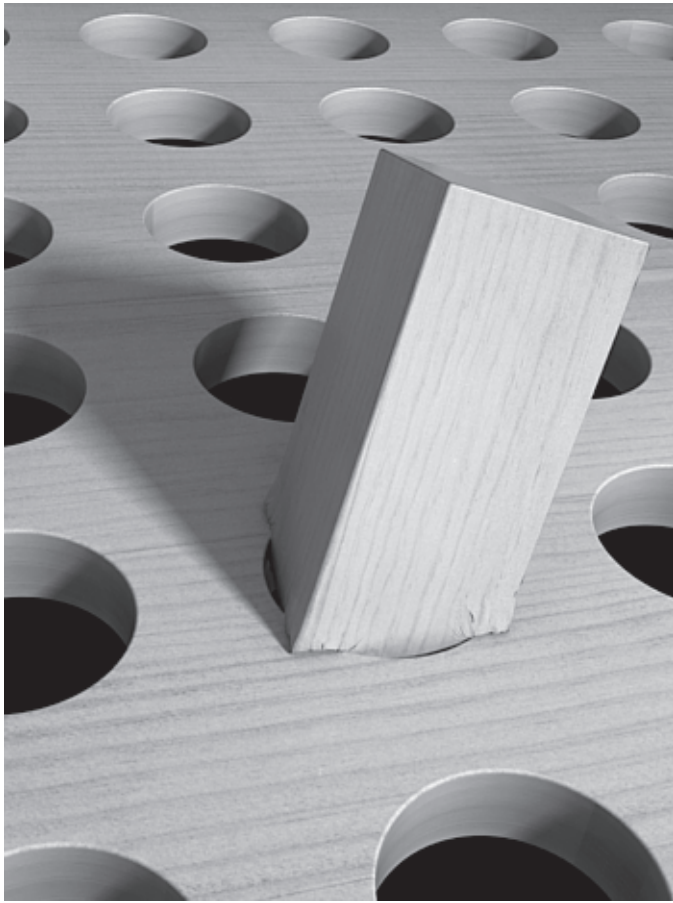


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1. Scrimp on advertising your position. I know full well how expensive classified ads can be, but putting forth your best case to job hunters and casting your net as far and wide as possible will bring you better qualified applicants and more of them.

2. Trust your gut instincts and forego all tests. Hiring is far too critical an activity to be done impulsively—only planning and careful interviewing will result in great choices. (Unless you are just one lucky individual, and that kind of lightning isn't apt to strike twice.) Happy Hannah may be able to smile her way through an interview, but once she's on the job, she may turn into Hannah From Hell. If you'd tested her for emotional intelligence, you'd know that.

3. Hire the first warm body that fits in the chair. Don't assume you can mold anyone to your specifications. You must determine each applicant's coachability with key behavioral questions.

4. Fail to consult your team. Sure, you're the one signing the paycheck, but your team needs to be cohesive, and the best way to ensure that is to involve

them in the hiring process.

5. Skip preparing for the interview. After all, you've done this dozens of times before, you know how to do this, right? If you have done this a lot, then that might be a red flag waving in your face to tell you maybe you don't know how to do it well. A productive interview follows a pre-established list of questions designed to give you precise information that can predict how well someone will actually do in the job.

6. Don't check references. It can be tempting to rush the process when you think you've got a hot prospect sitting across from you, but people exaggerate and outright lie all the time—especially if you give them no reason to suspect that you'll verify their statements. That sounds cynical, I know, but it's just the way it is.

7. Do it as quickly as possible. If your reasoning is that the sooner you get a replacement, the sooner productivity gets back to normal, then you need to rethink that position. The worst possible impact on productivity is a poor hiring choice. Adding someone to your team without the proper groundwork is a recipe for resentment from your existing employees who have to deal with someone who is ill-suited to their job. Morale will decline and so will your bottom line.

8. Pay as little as possible. You may not want to spoil them, but cutting corners here will net you commensurate results. To hire the best, you need to pay accordingly.

9. Hire your brother-in-law's cousin who needs a job. Sure it's nice to help out your family, but if you're running a professional operation, you can't afford to jeopardize your business with sub-par performers. If this person turns out to be a great employee, then go buy some lottery tickets!

10. Violate the law. Ignore the rules at your peril! The Equal Employment Opportunity Commission (EEOC) is the federal agency responsible for enforcing Title VII (Civil Rights Act), Title I, Title V (Americans with Disabilities), Equal Pay Act, and the Age Discrimination in Employment Act. If an interviewee feels he or she has been denied a job because of discrimination, or if assessments were improperly administered, they can file a lawsuit with the EEOC. If that person wins the lawsuit, they may be entitled to: compensatory damages, back wages, reinstatement and possibly punitive damages. Make sure your hiring process is legal.

For more information see the EEOC website: www.eeoc.gov.