

THE UNCONVENTIONAL METHOD FOR

RECRUITING A TOP TEAM



Dan Crompton
LEADERSHIP AND MANAGEMENT COACH

FEATURED IN:



**A POOR HIRE
ON A SALARY OF £42K**

**CAN COST A BUSINESS
MORE THAN
£132,000**

THE PRINCIPLES

PRINCIPLE 1	DON'T HIRE AT THE WRONG TIME	3
PRINCIPLE 2	HIRE FOR ATTITUDE OVER SKILL	5
PRINCIPLE 3	BE PREPARED NOT TO HIRE ANYONE	7

THE UNCONVENTIONAL METHOD: PUT UP BARRIERS TO ENTRY

STEP 1	DON'T LOOK AT THE CV... YET	9
STEP 2	ASSESS DEAL-BREAKERS FIRST	11
STEP 3	HOLD GROUP INTERVIEWS	13

PRINCIPLE

1

DON'T HIRE AT THE WRONG TIME

The biggest mistake that hiring managers make is hiring in a hurry. You're busy, the team is busy, and you needed someone...yesterday! That's where your process slips, and you take on any half-decent candidate just to get you out of a tricky situation.



HIRE PEOPLE BEFORE YOU NEED THEM

By far the biggest, and most common, mistake in recruitment is hiring in a rush.

You and the team are under a lot of pressure with your workload, and may have been a few people down for a couple of months. So, for everyone's sake, you want to get someone – *anyone* – into the team as soon as possible.

But what's the impact?

- You hire someone who will 'do for now', rather than spending more time finding the right candidate.
- You teach the team that a lower performer is the standard you're willing to accept.
- The team become disillusioned by having a colleague who underperforms. They end up picking up the slack and working even more, while knowing they're getting similar pay to the underperformer.
- Even if you're lucky with a good candidate who was hired in a rush, they come into a team that is overworked, and too busy to give them a proper induction and training.

It is far better to hire before you need someone than it is to have these issues to deal with.

HOW TO DO IT

1. **Always be hiring.** Keep your recruitment page open ahead of time with potential roles, so that you have a selection of candidates to approach when the time is right.
2. **Allow more time than you think.** Hiring a top team takes time. Attracting women, ethnic minorities and other diversities takes longer than hiring white men – particularly for more senior roles.
3. **Hire before you need someone.** Aim to fill your headcount before you plan to be busy. It's the only way you'll allow the time needed, and get them up-to-speed before it's needed.
4. **Use the probation period.** Remember that your risk level is only the first 3 months of the probation period – as long as you use it! Set clear 'go/no-go' metrics for what is expected of them in the first 3 months.

PRINCIPLE 1

▶ PRINCIPLE 2

PRINCIPLE 3

THE METHOD

PRINCIPLE

2

HIRE FOR ATTITUDE OVER SKILL

Most recruitment is based on the candidate's skills and experience. It looks at their CV, and asks them to self-report their successes.

But this gives you almost no indication of what that person will be like to work with in a real-life situation.



SKILLS CAN BE TAUGHT – ATTITUDE CANNOT

I'm sure you've worked with someone who is brilliant at the job, but still a nightmare to work with.

Some candidates can pass the 'skills' test with flying colours. They've got all the experience you're looking for, they give all the right answers in the interview, and they are good at the job.

But, despite all that, they may be difficult to work with, or have a negative attitude, or need constant hand-holding, or they may avoid collaboration in the team and with other departments.

That's because most recruitment is only focussed on the skills, and not on assessing the attitude of each candidate.

Most interviews are based on the CV and experience-based questions, without learning what that person is like in a real-world working environment.

HOW TO DO IT

- **Be as rigorous in defining your attitudes as you are with skills.** With the job description, spend as much time deciding what kind of character and attitude you need for that role, as you do with the tasks and experience. Your company values are a good place to start, and also think of other attributes specific to the role.
- **Assess for attitudes in the recruitment process.** Plan your interviews to specifically assess for each of the attitudes you need. Otherwise, there's no point in defining them.
- **Get over 'First Date Mode'.** Everyone is trying to impress in the interview with the answers they think you want to hear. Get past the generic answers with questions that start with: 'Give me an example of a time when you...'

ATTITUDE YOU NEED:

Great client handler



DON'T ASK:

What do you think makes a great client handler?



INSTEAD, ASK:

Give me an example of a time when you had to deal with a difficult client. What did you do? How's the relationship now?

PRINCIPLE 1

PRINCIPLE 2

▶ PRINCIPLE 3

THE METHOD

PRINCIPLE

3

BE PREPARED NOT TO HIRE ANYONE

The question to ask yourself is not: 'Which of these candidates will I hire?'

Instead, you should ask yourself: 'Which of these candidates – if any – match the criteria I need for this role?'



IT'S BETTER TO HAVE NO-ONE THAN THE WRONG PERSON

The wrong person in the team has far-reaching consequences.

When you're recruiting for a role, you want someone in the team as quickly as possible, and that's where mistakes get made.

Too often, the view of hiring managers is to select one of the candidates put before them. If you are serious about surrounding yourself with a top team, your approach needs to shift to be prepared not to hire anyone.

It is not a question of: 'Which of these candidates will I hire?'

Instead, asked yourself: 'Which of these candidates – if any – match the criteria I need for this role?'

HOW TO DO IT

- **Set your scorecard.** List out both the skills AND attitudes that you need for the role. Create a simple scorecard to assess each candidate against your criteria. This will quickly show you the top 2–3 candidates, or whether no candidate is close to what you need.
- **Assess each candidate fairly.** Plan your interview questions or recruitment tests to specifically assess each skill and attitude you need. An interview isn't just a nice chat! Every question you ask must be related to a specific assessment.
- **Act quickly.** If no candidates match up, review your job advert, review where you've been searching, and brainstorm new approaches to take to get the ad out quickly again.

PRINCIPLE 1

PRINCIPLE 2

PRINCIPLE 3

▶ THE METHOD

PUT UP BARRIERS TO ENTRY

1

DON'T LOOK AT THE CV ...YET

It sounds counterintuitive, but an excellent recruitment process actually makes it *more difficult* for people to apply for your roles, by putting up barriers to entry.

The aim is to save your time dealing with poor candidates, by getting them to deselect themselves from your process before you even speak to them.



DON'T LOOK AT THE CV... YET

Almost every job ad asks candidates to apply the same way: send us your CV.

There are three things that can go wrong with this approach:

1. You attract candidates who are scatter-gunning their CV to dozens of potential job roles, rather than those who care about your business and your role.
2. You can end up with dozens – sometimes hundreds – of CVs to look through. It's massively time-consuming, and can be impossible to compare candidates against a huge number of others.
3. The CV tells you only so much. You can assess someone's experience level fairly quickly, but you know nothing about what they're like to work with. You're only seeing the skills – not the attitude.

ASK FOR A VIDEO OR VOICE MESSAGE

Instead of asking for a CV, create your first barrier by asking candidates to include a 2-minute video answering a simple question like: 'Why would I be good for this role?'

Alternatively, you can set up a voice mail number for a 2-minute message, again answering a simple question.

The amazing thing is that up to 90% of candidates will not bother. They will deselect themselves.

They're the 90% that are firing their CVs off all over the internet, and who are unlikely to be self-starting go-getters who really want to work with you.

It will take longer to get candidate numbers up, but it is the most powerful way to get lower-quality candidates to deselect themselves from your process – before they have taken up any of your time. You only need to review the CVs of those who've completed the video or voice message, and who have done so in an impressive way.

It's also a positive first message to top candidates that you take your recruitment seriously.

PRINCIPLE 1

PRINCIPLE 2

PRINCIPLE 3

▶ THE METHOD

PUT UP BARRIERS TO ENTRY

2

ASSESS YOUR DEAL-BREAKERS FIRST

If there are deal-breaker skills you need for your next hire, assess for them before you spend any time on the candidate.



ASSESS YOUR DEAL-BREAKERS FIRST

Some roles have requirements for the candidate that are absolute deal-breakers.

It might be a certain level of experience. It may be a certain qualification. It may be excellent written language, expert Excel understanding, or the ability to create meaningful presentations that communicate complex ideas simply.

The purpose of putting up barriers to entry for your recruitment is so that you don't waste any of your time – or the candidate's time – in assessing someone who isn't right for the role.

So, if you have any deal-breaker skills like this, assess the candidates on them before you spend any time looking at their CV or interviewing them. Too often, these tests are left as one of the final assessments, creating a bad experience for both you and the candidate.

AUTOMATE AS MUCH AS YOU CAN

1. Define your deal-breaker skills that are needed for the role.
2. Build these into the earliest stages of your recruitment process. Don't spend time reviewing CVs or interviewing candidates until after they have passed any absolute requirements.
3. Automate what you can. There are online tests you can use for Excel skills, written skills, and other software abilities. Alternatively, you can send a real-life client brief or work document (removing any sensitive data), and ask for the candidates' assessment.
4. Your first interaction with any candidate's application should be only after they have completed a voice message or video recording and passed your deal-breaker tests.

PRINCIPLE 1

PRINCIPLE 2

PRINCIPLE 3

▶ THE METHOD

PUT UP BARRIERS TO ENTRY

3

HOLD GROUP INTERVIEWS

One-on-one interviews are very time-consuming, particularly if you're often hiring for a large team. They should be reserved for your final few candidates only.

Group interviews are an excellent opportunity to understand your candidates even better, while saving significant time.



HOLD GROUP INTERVIEWS

The only point of a good recruitment process is to get a sense of what the candidates will be like in a real-world working situation.

And yet, so many hiring managers rely too much on the CV and on a one-on-one interview to assess candidates.

However, the CV tells you very little – if anything – of the candidate's attitude and character. And a one-on-one interview can often leave you only with the answers the candidate thought you wanted to hear.

Group interviews save considerable time in whittling your candidates from about the top 10, down to the top 2–3, who you can take forward to one-on-one interview. They also give you a much better understanding of each candidate in a group work setting.

HERE'S HOW TO DO IT

1. **Only invite the top candidates to group interview** (c.10 people), after they have completed the video or voice message application, they have passed any deal-breaker tests, and you have – finally – reviewed their CV.
2. **Sell the business and opportunity.** Top candidates will be getting multiple job offers. This is your chance to make sure they are excited by – and clear about – what's on offer with your team.
3. **Ask candidates to present.** Quick 4-minute presentations on a simple topic let you see their thinking, and see how they react to pressure and group scenarios.
4. **Ask group questions.** Observe the interactions, and make extra effort to include the introverts.
5. **Involve the team.** Bring your team into the session. This is the best way for candidates to understand your culture, and for your team to input their observations.
6. **Invite the top 2–3 to the final stage.** After the group interview, move the top candidates to one-on-one interviews. Check your scorecard, and only invite those who meet your criteria – if any.

BOOK A CALL WITH ME TODAY

TO CHAT THROUGH YOUR PLANS FOR MANAGEMENT TRAINING & LEADERSHIP COACHING TO SEE WHETHER I CAN HELP



THE LEADERSHIP ACADEMY

Group Coaching Workshops

Turn your managers into leaders through a structured series of workshops for the rising stars, new or experienced people managers, and future leaders in the business.



AWAY DAYS & FACILITATION

For Teams

Design bespoke Away Days and workshops for the teams in your business, helping people at all levels to work better as individuals and teams.



121 COACHING

For People Managers & Succession Planning

Ongoing 121 coaching for people managers and senior leaders looking to raise their profile, increase their impact in the business, or planning for stepping up into a new role.

WORKED WITH CLIENTS FROM:

facebook

itv

HSBC



gfi / Good Food
Institute

WATCH THE 60-SECOND VIDEO TO HEAR WHAT MY CLIENTS THINK



WATCH HERE:

→ youtu.be/p13Y3cPEx7E ←

WHO AM I?



Awarded **Best Group Coaching In The World** out of +1,000 coaching practices, for 2 years running, through my work with ActionCOACH.



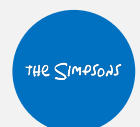
Author of the upcoming book **The 7½ Things No One Told You About Managing A Team**.



100% of the people I coach would **recommend me to a friend**.



I've led £130m teams, have been to Everest, and I organised One Direction's first ever gig...



I've **shared speaking stages** with a winner of *The Apprentice*, a writer of *The Simpsons*, and the inventor of *Britain's Got Talent*.

BOOK A CALL WITH ME TODAY

dan.crompton@yourbestmonday.com

 /in/dancrompton

+44 (0)7584 489 202

www.yourbestmonday.com

Your Best Monday Ltd, 124 City Rd, London, EC1V 2NX



**YOUR BEST
MONDAY**