

Strategic Screening and Hiring

Six Steps to Finding the Best Applicants
for Your Organization



Dan Bobinski, M.Ed., CPBA



How much of your money is going out the window?

Hiring the right person doesn't just save you money. It benefits morale, increases production, and makes your workplace more enjoyable for everyone on your team.

The six-steps outlined in this e-book provide information on a method for identifying candidates who possess the specific attitudes and qualifications you seek to complement your organization's culture.

You owe it to yourself—as well as your customers and coworkers—to read and consider the information in this e-book.

The process described in this book has been used successfully by the author for many years. Dan Bobinski has personally interviewed more than 2,000 people, and this systematic process has produced the best results. Leadership Development's clients that use this system are very happy with the results. Please note that this system uses a specific set of assessments. If you are already using assessments in your screening and hiring process, you may need to adjust the methods described. If you do not currently use or do not want to use assessments, the methods of Table Top Job Analysis, developing behavior-based questions, conducting telephone screens, scoring your applicants in the screening and interview process, and using multiple interviewers will still provide an objective approach that will likely improve your hiring practices.

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Dan Bobinski



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INTRODUCTION:

Do you know the cost to replace an employee?

In the United States, the cost of replacing an employee averages \$17,000. Those making over \$60,000 per year will cost you more than \$38,000 to replace. However, more than one human resource manager says to simply look at an employee's annual salary and that's about what it costs you to replace that person.

With those numbers in mind, it gets very expensive for organizations to make a bad hire and have that employee quit in short order. If you'd like to save time and money while eliminating the headaches and stress of making hiring mistakes, consider the information you're about to read. You will find this method easy to learn, and it virtually eliminates guesswork from the hiring process. Wouldn't it be great to identify applicants who have a natural tendency to do things just like the job calls for them to be done?

Think about it: Hiring the right person for the job elevates morale, increases production, and makes the work place more enjoyable for everyone.

Increase productivity, effectiveness, and profitability!

Leadership Development's *Strategic Screening and Hiring* method combines behavior-based interviewing with a scientific approach of benchmarking to find the best applicants. **This is an EEOC-accepted process that takes out much of the guesswork**—giving you confidence in your decisions. This process wins the praise of every company that uses it. The steps are simple to learn and can easily be modified to address unique situations.

The Six Step Overview:

- 1) Create an ideal candidate profile. This identifies skills and behaviors needed for success on the job, in keeping with the vision and mission of your organization.
- 2) Get the word out to the right places.
- 3) Sort resumes and conduct an initial phone screen of those applicants who look good on paper.
- 4) Assess your top candidates to identify those who match your ideal candidate profile.
- 5) Conduct face-to-face interviews with those top-drawer candidates who “fit.”
- 6) Conduct background and reference checks.

Using Assessments is Vital

Even if you don't use this particular screening method, using assessments is vital in the hiring process. Some organizations follow these steps and use their own assessments. Others follow the six steps but buy the assessments from Leadership Development, Inc. Still others contract with Leadership Development, Inc. to oversee and conduct the entire screening process (*with the exception of making the final job offer—we don't do that, the final decision is always up to you*).

Whichever way is most practical for you, let me repeat it: Assessments are vital. We encourage you to ask advice if you have questions. Feel free to call us anytime for help on your hiring process. Our number is (208) 375-7606. Five minute phone calls are always free.

The steps outlined in this booklet help you identify the best possible candidates. Considering the costly consequences of making a bad hire, it only makes sense to use a successful, proven method such as this one. Best of luck to you, and the best of wisdom in your hiring decisions.

Step One

Create a "successful applicant" profile

*If you don't know where you're going,
you might wind up someplace else.
- Yogi Berra*

To get the right person you must know what behaviors and skills are needed for the job. This is easy if you have a good job description. If you already have a job description, great—you just saved yourself some time! (Just be sure to verify that it's accurate before proceeding.) If you don't have one, the following is a way to benchmark the job—even if it's a brand new position:

Developing a Job Description

If you don't have a job description for the position you wish to fill, you'll need to make one. We recommend using a "Table Top Job Analysis" method, as it makes fairly short work of the process. The overview looks like this:

1. Form a small group of experts for the job in question. If the position is brand new, select people who understand what will be expected. If you're seeking to fill an established position, these should be people who are already successful in that job or are very familiar with what is expected in that job. Your group should have at least three people but no more than seven.

2. Have the group make lists of duties and tasks that will be required of the new hire. A *duty* is a general responsibility that usually requires at least five to twelve specific *tasks*. Example:

Duty:

Oversee Emergency Response Teams

Tasks:

Identify deficiencies in the emergency plan
 Develop emergency response skills in office personnel
 Create response teams and appoint leaders
 Educate all personnel on potential emergencies
 Schedule and conduct emergency response training
 Evaluate emergency team effectiveness

A general rule is to have no less than five and no more than fourteen duties for any one job. The same numbers apply to how many tasks each duty should have.

3. Have the group of experts *prioritize* the duty list.

Sample:

Job Title				
Duty # 1	Duty # 2	Duty # 3	Duty # 4	Duty # 5
Task 1A	Task 2A	Task 3A	Task 4A	Task 5A
Task 1B	Task 2B	Task 3B	Task 4B	Task 5B
Task 1C	Task 2C	Task 3C	Task 4C	Task 5C
Task 1D	Task 2D	Task 3D	Task 4D	Task 5D
Task 1E	Task 2E	Task 3E	Task 4E	Task 5E
Task 1F	Task 2F	Task 3F	Task 4F	Task 5F

Determine Successful Behaviors

With duties freshly outlined in the experts' minds, specific behaviors for success should be defined. This can be done through brainstorming, but its done best by having each expert complete a *Work Environment*[™] assessment (available online through Leadership Development, Inc.). This assessment asks questions about the behaviors needed for success on the job.

The result of a *Work Environment* assessment is a highly-validated report that provides an overview of the characteristics needed for success, plus a DISC graph that is used in the benchmarking process. The report also tells you what kind of behaviors to look for in an ideal candidate, including:

- ◆ The speed at which one should be able to solve problems
- ◆ The level of self-starting capacity / initiative required
- ◆ The amount of people interaction required
- ◆ The level of motivational capability required
- ◆ The amount of multi-tasking required
- ◆ The level of follow-through capacity required
- ◆ The amount of "attention-to-detail" required
- ◆ The level of analytical capability required

By using the prioritized duty and task list plus the list of successful behaviors identified by the *Work Environment* report, you can create an "Ideal Candidate Profile." This profile can look any way you want it to. Its purpose is to provide you a benchmark of what you are looking for in an applicant.

Develop Behavior-Based Interview Questions

Asking effective, pertinent questions is a key for successful interviewing. The work described so far provides an excellent foundation for writing a set of valid, relevant interview questions. After all, questions should match the requirements of the job!

We strongly recommend developing *behavior-based* questions. These are questions that inquire about an applicant's genuine past experience (how *did* you handle "x"?), not on a hypothetical future possibility (how *would* you handle "x"?).

For example:

If you were developing questions for the duty of *Overseeing Emergency Response Teams*, you might ask:

"Tell me about a time you scheduled and conducted training."

"What obstacles did you encounter? How did you overcome them?"

That kind of questioning gives you insights into an applicant's actual experience and capabilities. Unfortunately, too many times we see interview questions like this:

"Tell me how you would schedule and conduct training."

The first type of questioning asks for genuine experience, the second type could be answered hypothetically. Here's the key: *The second type of question offers no insight that an applicant can actually do what he says he would do.*

Determine your interview questions based on the high priority duties and responsibilities you identified—those that will be required of a successful employee. Ask all your questions on low priority items and you might find someone who interviews like a rock star but won't perform well once on the job.

Step Two

Get the word out to the right places

Write a clear ad that attracts skilled candidates
based on an accurate job description

~~~~~

*When written to catch the eye,  
people pay more attention.  
- R. C. Jordan*

~~~~~

Eighty percent of jobs are never officially advertised—they're simply filled by word of mouth. But if you're going to place an ad in print (be it paper or electronic), content and formatting can make a huge difference in the type of applicants you attract. This is because many job seekers decide where to apply based on the quality of the formatting and copy in the want ad.

Write with both the applicant and the media in mind. For example, in a newspaper ad, too little information makes applicants suspicious and they won't apply. On the other hand, too many requirements inadvertently screen out qualified people who think they don't meet standards.

"Must Have" and "Helpful If"

Job skills that a new hire absolutely needs to have should be listed as "must have." Included in this list are skills for which you cannot provide training. Other skills that you would like the applicant to have (but those for which you can train) should fall into the "helpful if" category.

This separation of “must have” and “helpful if” equips you to focus your attention on identifying people with those vital must-have skills—and a good attitude (See more about screening for attitudes in Step Five).

Match the Media with the Likely Job Seeker

Use the job description as a framework for your ad. In other words, analyze the tasks and duties to decide what a successful candidate “must have,” and write from there. Then choose the best publications and medias in which to advertise—those that a typical applicant for your specific job opening is likely to read.

United States laws are heavy with requirements and restrictions in the screening and hiring process, but no laws exist dictating that you must advertise your job in every type of media. For example, if you are hiring for a civil engineer’s position it just doesn’t make sense to place an ad in a sports magazine. You will not be in trouble if your ad appears only in an engineering journal.

Target desired applicants carefully. Think about where your target candidates will likely see your ad. The best media in which to advertise is the one that will attract the kind of candidates you seek.

Above all, don’t neglect word of mouth. Your friends and acquaintances are probably your best source of referrals for finding good help.

KEY TIP: In your ads, ask applicants to submit a resume *and* a cover letter via E-mail attachment. This gives you two important insights:

1. You know the applicant can use a computer.
2. You see how the applicant drafts a letter.

(A letter tells you a LOT about an applicant!)

Step Three

Sort resumes and conduct a preliminary phone screen

~~~~~  
*Phone interviews can be a great time saver for  
both a hiring manager and the job seeker.*  
- Jeff Westover  
~~~~~

Step three has two parts: Sorting resumes, and calling those who make the “A” list.

Sorting Resumes

When sorting resumes, look for key words or phrases that indicate your applicant has the “must-have” qualifications. Those that seem to fit well go into an ‘A’ stack. Those that meet some but not all of the qualifications go into a ‘B’ stack, and those that meet very few or none of the qualifications go into a ‘C’ stack. The process is both objective and subjective.

A) It’s objective in that you’re looking for key qualifiers—i.e., specific skills, years of experience, type of training, and/or level of education.

B) It’s subjective in that attention-to-detail matters. An applicant who has the requisite skills but whose resume is missing punctuation and/or lacking good form may end up in the “B” list—especially if the job calls for good attention-to-detail.

It’s a good idea to have more than one person looking at the resumes and agreeing on the ratings of each one. If that’s not possible, one person should review all of them so the same filtering process is used. Unless your sorting criteria is exceptionally clear, two different people will likely use different rating filters.

Conducting Preliminary Phone Screens

Telephone interviews make a great first interview for several reasons, but the main reason is to screen your A-list candidates to decide whether or not you want to spend the time (and money) to interview them face-to-face. Other reasons include:

- ◆ Verifying or expanding on information in the resume

More information can help you decide how well the applicant meets your technical and/or experience requirements.

- ◆ Finding out how well an applicant listens

If an applicant doesn't listen well to your questions on the initial telephone call, how well will they listen when they think they know the job?

- ◆ Listen to how capable an applicant sounds over the phone

Much of today's business is conducted over the phone. If an applicant doesn't impress you over the phone, he or she probably will not impress your clients or coworkers, either.

It's during this initial phone screen that you ask the questions you developed back in Step One. Remember, these are *behavior-based* interview questions, asking your applicant to “tell you a story about when he/she” This gets to the core of who the applicant is, because applicants won't be prepared with pat replies. The more unique your questions, the more likely you are to hear the real applicant speaking!

Be aware: Many applicants are unfamiliar with this type of questioning. Be prepared for a response that does not answer your question—it's a warning flag

that your applicant may not be a good listener. Success in this process means sticking to your guns.

Example:

You ask applicant Jane to give you a real-life example of how she went about planning a project, and her response is “Well, I would do this ... and I would do that.” Because interviewing is not something we do everyday, it’s too easy to accept her answer and move on. But in reality she did not answer your question. She was asked for facts but she gave you hypothetical. Listen carefully to each response, and don’t be afraid to restate your question and ask applicants to give you *specific* examples.

If an applicant cannot provide a specific example for a question, it may be that he or she has not done what you’re asking about. If this is the case, the scoring of the question should reflect that, as described in the next section.

Scoring Each Response

The most objective way to identify top candidates is with a scoring grid. Scoring grids are created by listing each question you’re going to ask along one axis and listing your applicants along another. During the initial phone interview, assign a “grade” for each answer. A sample scoring grid might look like this:

	Question from Duty A	Question from Duty B	Question from Duty C	Question from Duty D	Question from Duty E	Total Score
Applicant 1						
Applicant 2						
Applicant 3						
Applicant 4						

We like using a five-point scale, with “5” = *Great Answer* and “1” = *Weak Answer*.

Scoring grids are useful on several levels. First, using them creates a standardized interview process. If every applicant is being asked the same questions, the chances of unequal interviewing techniques are greatly reduced.

Second, if one person is doing all the interviewing, the scores among the candidates are relative to one another. This further reduces the possibilities of unequal treatment among applicants.

Third, the scoring technique itself is a methodical approach that adds credibility and objectiveness to an otherwise subjective process.

After each applicant has been interviewed and scored, you can decide which applicants deserve a closer look. For those applicants who score well and might have what it takes to succeed, provide them information on the next step in the process (see Step Four).

When applicants don't do well on a phone screen, tell them you'll get back to them—then send out *thank-you* notes and wish them good luck. (That's just good professionalism on your part.)

Here's an example of the scoring grid in use:

	Question from Duty A	Question from Duty B	Question from Duty C	Question from Duty D	Question from Duty E	Total Score
Jack A.	3	5	4	5	4	21
John B.	2	3	5	3	3	16
Janet C.	4	5	4	4	4	21
Jeannie D.	3	2	2	4	2	13

Jack and Janet score well. We'll have them move on to the next step.

John and Jeannie did not score well. They will not move on. We should let them know and wish them good luck.

Step Four

Assess your top applicants

~~~~~  
*Assessment tools continue to become a central part of the modern hiring process.*

*- Dr. Charles Handler*  
~~~~~

Ever have an applicant snowball you during an interview? You know, their acting job was excellent and you believed what you saw, so you ended up making a huge hiring mistake?

In Step Four, applicants are evaluated with assessments. This adds even more of an objective structure to your hiring practices, but more important, assessments give you *invaluable* insights to an applicant's tendencies. If you have properly benchmarked the job, finding the best match now becomes a whole lot easier.

These assessments recommended by Leadership Development, Inc. are highly valid and give you the best predictability on the market today. Not only that, they're available online so your applicants can take them no matter where they are in the world, twenty four hours a day, 365 days a year. All they need is Internet access.

NOTE: Some positions require applicants to take only one or two assessments. Others may require three or four. The most popular assessments we use and recommend are described on the following pages.

(When a position has been benchmarked, all of these assessments are accepted as valid by the Equal Employment Opportunity Commission [EEOC].)

Reminder: We strongly recommend the use of assessments. The screening method outlined in this book uses the assessments described on the following pages. Readers do not need to use these specific assessments, but assessments of some type are highly recommended.

Interview Insights™ [DISC Assessment] **Available in a *General* Version and a *Sales* Version)**

The *Interview Insights* are short, inexpensive assessments used for quick estimation of whether or not a candidate's natural style aligns with the *Work Environment* results you obtained in Step One. They provide the following:

- ◆ General Characteristics Narrative
- ◆ Description of one's Ideal Working Environment
- ◆ Highlights of one's Value to the Organization
- ◆ DISC Graphs (both Natural and Adapted styles)
- ◆ Success Insights Wheel

Workplace Motivators™

Values and attitudes greatly affect success in some positions. This assessment reveals one's "hidden" motivators, cutting through the fog and providing insight into *why* your applicants do what they do. It takes a detailed look at the following areas:

- ◆ Drive for Knowledge
- ◆ Drive for Financial Security
- ◆ Drive for Form and Harmony
- ◆ Drive for Bettering Society at Large
- ◆ Drive for Position and Power
- ◆ Drive for a Systematic Approach to Life

Properly benchmarked, the *Motivators* assessment can identify candidates who have a natural propensity to stay motivated in their assigned duties.

Work Style Analysis and Sales Style Analysis [DISC Assessments]

These longer DISC reports are used to dig deeper into an applicant's preferred and adaptive behavioral style, both of which can be compared to the factors measured by the *Work Environment* assessment (which you completed in Step One). These assessments are very useful in a face-to-face interview, allowing the interviewer to probe deeper into various aspects of an applicant's work style preferences. What you will learn about the applicant that completes this:

- ◆ General Characteristics Narrative
- ◆ Description of one's Ideal Working Environment
- ◆ Highlights of one's Value to the Organization
- ◆ Checklist for Communicating
- ◆ Don'ts on Communicating
- ◆ Communication Tips
- ◆ Self Perceptions vs. Other's Perceptions
- ◆ Comparison of Natural Style vs. Adaptive Style
- ◆ Adaptive Style Work Preferences
- ◆ Keys to Motivating this Applicant
- ◆ Keys to Managing this Applicant
- ◆ Areas for Improvement this Applicant May Need
- ◆ Behavioral Hierarchy – Activities this Applicant Prefers
- ◆ DISC Graphs (Natural and Adapted styles)
- ◆ Success Insights Wheel

Again, these reports [assessments] allow you to compare the preferences of each applicant to the Ideal Candidate Profile, which you created in Step One using the *Work Environment* assessment.

Sales Strategy Index™

If you're hiring for a sales position, this is an important report to use. Where other reports tell you *how* and *why* an applicant sells, this assessment tells you of what your applicant *knows* about the sales process. It measures an applicant's knowledge in the six phases of a sale:

- ◆ Prospecting – Knowing how to find new potential clients
- ◆ First Impressions – Establishing rapport with potential clients
- ◆ Qualifying – Discovering the potential clients' needs and/or problems
- ◆ Demonstrating – Showing the potential client how his/her product or service addresses the stated needs and/or problems
- ◆ Influencing – Using resources and identifying buying signs: Knowing when to ask for the business
- ◆ Closing – Identifying and overcoming objections with steadiness, courage, and self-control

These are some of the more commonly used assessments. Many more assessments could be used, but you won't need all of them for all positions.

Why do we recommend them? Because assessing your top applicants gives you uncanny insights into how and why people will behave *after* you hire them. These insights greatly reduce the chances of making a bad hire.

To use these reports, simply contact Leadership Development, Inc. and we'll set you up with an online account so you can administer these assessments whenever you like. We'll even provide you with a complimentary user's guide and we'll also coach you through the process so you understand it before using it.

Candidates who score well on the phone interview and whose assessments closely match your Ideal Candidate Profile are brought in for face-to-face interviews.

Step Five

Conduct face-to-face interviews

~~~~~  
*Some interviewers find themselves making a hiring decision before the interview even starts. This is a huge mistake.*

*- Scott Lewis*  
~~~~~

Face-to-face interviews are fact-finding missions for both parties. But beware: Some applicants are very well rehearsed. They know how to anticipate or deflect difficult questions. For this reason, we recommend skipping standard questions that sound like “tell me your greatest strengths” or “what was your worst mistake?”

Instead, get to know your applicants from the inside out! You can do this by going through the assessment results and asking the applicants about the findings.

For example, all the behavioral [DISC] assessments include several pages of narrative right up front, describing how the applicant approaches various aspects of work. Ask your applicants to read this section out loud and provide comments or explanations along the way. If they agree with a statement, ask them to say so. If they disagree with a statement, ask them to tell you why. (*NOTE: It's okay if they disagree with something! These assessments have a 90% reliability and validity factor, which means that 10% may be inaccurate.*)

Use other pages in the assessments as you see fit. Pages we highly recommend include the *Checklist for Communication*, *Keys to Motivating*, and *Keys to Managing* pages. These provide an excellent opportunity to ask which of the listed items are most important to the applicant.

Don't Get "Married" Too Fast

For best results, plan on at least one or two hours for each face-to-face interview. For high-level positions you will want to invest even more time. Why? Because hiring someone is like getting married, and you certainly don't want to do that after only one short date!

CAUTION: During face-to-face interviews, be on the look out for these significantly dangerous attitudes:

◆ Defensiveness.

As people read through their assessment results with you, they may be open, or they may get defensive. If they get defensive, it usually indicates how they will respond to correction down the road. Also, defensiveness often indicates a low level of teachability.

◆ Blame.

Listen for how well they take responsibility. Sometimes the items listed in the assessment are bits of truth that may hurt. Watch to see if they blame others for their own shortcomings.

Pay Attention to Attitude

A common saying we like is "Hire for attitude, Train for skill." Why? A good attitude is a *far* better indicator of an applicant's long-term success than already possessing skills you can train them in. Besides, a trainable person with a good attitude can be taught what you need or want them to know.

A Few More Thoughts About Attitude

A good attitude is harder to define than specific skills. Therefore, attitude screening is the part of the interviewing process that one might call a “gut check.” At Leadership Development, Inc., we like to think of a “good attitude” as someone who appears trainable, is eager to contribute, and has a team-player mindset. Feel free to define it however you like. However, it doesn’t have to be totally subjective. When using a scoring grid you can still assign a grade to someone’s attitude. This extra step also creates more objectivity in your decision-making.

Use Multiple Observers

One excellent technique in face-to-face interviews is having one person “drive” the interview by asking most of the questions while one or two other people sit by, mostly observing. This way, only one interviewer has to be “on,” and the others can watch an applicant’s body language (such facial expressions and general confidence levels). Why do we recommend this method?

- ◆ You already know the applicant has the skills you want to see on the job
- ◆ You already know the applicant presents himself well over the phone
- ◆ You already know that the applicant scores within your pre-determined, acceptable range

Because you already know these things, use the interview to check for “chemistry.” Will the applicant fit your organizational makeup? Is he trainable? Can you work with this person? By openly discussing assessment results with behavior-based interviewing techniques you can get answers to these questions.

Step Six

Check references and conduct background checks

*Many companies are unwittingly
gambling by way of their hiring practices.
- James B. Rice*

Some organizations prefer conducting Step Six earlier in the screening process, and that's fine. The important thing is that it happens! Statistically, *less than 30%* of employers conduct background and reference checks! I know of one individual who passed himself off as having a Ph.D. in nuclear engineering and was hired on at a nuclear facility—when he had no such degree! Scary!!

Because many job seekers are aware that most employers fail to conduct background and reference checks, some will knowingly falsify information on their resumes and applications on the bet that it won't get discovered. Employers who fail to check their applicants' backgrounds do so at their own risk.

When we talk about background and reference checks we're talking about two different things:

1. **Background checks:** Searching public data banks such as criminal conviction or driving records.
2. **Reference checks:** Seeking non-public information, such as talking with people who know the applicant.

Conducting Background Checks

Federal and state laws may help or hinder your efforts, depending on the type of information you're seeking. For example, the federal *Fair Credit Reporting Act* says you need an applicant's written authorization before any background checks can be conducted. Check with your state's Department of Labor to find out what you can and can't do.

Some states help by maintaining offender registries and lists of those who have engaged in fraudulent behavior.

If you're willing to spend a few dollars, outside agencies are great timesavers for doing broader background checks. (The fees on these can range from \$9 to \$99). Several websites to consider for these services* include:

www.intelius.com

www.peoplefinders.com

www.abika.com

www.easybackgrounds.com

*These sites are listed for informational purposes only. The author neither recommends their use nor receives compensation for their use.

Guidelines for background checks can be found at www.privacyrights.org.

Conducting Reference Checks

The purpose of Reference checks is to verify information provided on applications and resumes, and to get a feel for other people's perception of the applicant. These checks should be completed by you. One excellent way to find out about an applicant's character is to ask for *personal* references that are *former co-workers*. Again, this is a personal reference, not a job reference. If an applicant cannot supply the name of at least one co-worker from each previous job, it *may* be that the applicant was not a team player or does not play well with others.

Final Thought

Hire for Attitude, Train for Skill

If you remember nothing else from this e-book, we want you remember this one phrase: **Hire for attitude, train for skill.**

We at Leadership Development, Inc. strongly believe that your main task in hiring is to “get the right people on the bus.” That is, choose team players who are willing to learn and willing to play well with others. With the right people on the bus, your organization can climb phenomenally tall mountains and overcome seemingly insurmountable obstacles.

The *Strategic Screening and Hiring* method described in this e-book works. It's easy to learn, but takes patience and diligence to do. Depending on how well you stick to the process, your percentage of success in making good hires may double, triple, or even quadruple. This means not only can you realize a hefty financial savings, you can start now adding to or creating a solid, dependable team.

Five Minute Phone Calls are Always Free

We realize that companies large and small want to stay focused on their business at hand, and that for some, screening and hiring is a burdensome task. Therefore, to help companies be successful in their screening and hiring endeavors, Leadership Development, Inc. has a policy that “five minute phone calls are always free.” If you call us at (208) 375-7606 we will be happy to answer your questions and help you make the best possible hires. (Of course, if you want long-term assistance, we're available for that, too!)

You will find samples of the assessments described in this book at

www.LeadershipAnswers.com/StyleAnalysis.asp.

To order them for your use, call (208) 375-7606, or send an E-mail to
answers@leadershipanswers.com.

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– Our Mission –

◆ **Workshops:** *Your team gets practical, engaging workshops that address real world business needs.*

◆ **Management Development / Leadership Development:** *Bring managers into a tighter team with a focus on maximizing productivity—and the revenue line. Our program works – we guarantee results.*

◆ **Impact Coaching:** *Increase productivity, effectiveness, and profitability. One-on-one, private coaching allows people to develop skills to perform at the top of their game. We guarantee results.*

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About The Author:

Dan Bobinski, M.Ed., CPBA

dan@LeadershipAnswers.com

Dan Bobinski:

- is a certified behavioral analyst and a popular keynote speaker
- holds a Master's Degree in Human Resource Training and Development
- holds a Bachelor's Degree in Workforce Education and Development
- is completing his doctoral work in Adult and Organizational Learning
- is the primary author of *Living Toad Free: Removing Obstacles to Success*
- is the author of *Strategic Screening and Hiring*
- is an internationally-published columnist on workplace issues
- writes for publications such as *Business Management*, the *Journal of Management Services*, *CXO Magazine*, *My Business* magazine, the *Times of London*, and more
- is the past president of the American Society for Training and Development, Eastern Idaho Chapter
- designs and evaluates training programs
- conducts and oversees management training for regional, national, and Fortune 500 companies
- appears in *Who's Who in American Executives and Professionals*
- is the President and CEO of Leadership Development, Inc.

Speaker

Author

Trainer

Coach

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To book Dan as a speaker, call (208) 375-7606