

# Recruitment

a OnePageBook™



Effective tips to hire the right person

Geir Isene

Having helped hiring more than 2000 people in a wide range of fields and held several hundred workshops on recruitment, Geir Isene<sup>1</sup> summarizes the essentials on hiring the right people:

### **Attracting the right candidates**

Use your network, real world and social media. Write an ad if you must. The message should be short, clear and honest. Focus on what results must be delivered in the job and how they will be measured. Then list responsibilities, tasks and the challenges. Do not oversell the position, do not embellish the job. Avoid sentences longer than 20 words. Short paragraphs. No unnecessary words or sentences.

### **Sifting the candidates**

Sort applications into three categories: “Interview”, “Maybe later” and “Nope”. The candidates with the most relevant achievements, best production record and proven results are put into the “interview” category.<sup>2</sup>

### **Focus on the results**

The most important topic to cover in an interview is the actual results that the candidate has produced – both in earlier jobs and generally in life. Ask for *measurable* results. Let the candidate draw a graph showing the development of production in each job. You are wasting time by asking “trick questions” and then trying to piece together whether he or she can actually produce value. Instead ask directly for the results. Especially those comparable to what you expect the candidate to produce in your organization.

### **Efficient interviews**

If you have any questions about the candidate - before, under or after any interview - ask the candidate. Rather than speculate. Do not think a question without asking. Do not end the interview with unanswered questions. Prepare questions and ask those early on in the interview. Do not beat around the bush or shy away from asking. Be direct and encourage directness from your candidate. Remember that the candidate’s decision about the job is more important than your company’s. It will be 100% of the candidate’s work time for the next period, but a smaller percentage of the company’s workforce. You should respect that. Make the first interview short and sweet. The second or third interview should be more in-depth and preferably include more people from your company to capture more aspects of the candidate.

### **Testing**

Tests can be useful to get another perspective of a candidate. Skills tests are more pertinent than personality or IQ tests. All have their value. But don’t overrate their value just because they have numbers and professional graphs. Do not devalue your own perceptions and evaluations just because of test results. Put all information to use in forming a complete as possible evaluation of the candidate.

### **Checking references**

Start by letting the reference freely describe the candidate and their history. Then verify the results that the candidate described during the interviews. Verify any other answers from the candidate, how the candidate got along with others, important personality traits and other important elements that will decide whether the candidate will be a success in the job.

### **The hiring**

Get the new employee through an effective introduction program. Getting to know the company, the history, culture and strategies early on saves blunders. Getting to know coworkers at the get-go and them to know their new team mate right away boosts collaboration. Set specific and measurable targets for the trial period. Follow them up weekly and help the newcomer achieve them. Let their be clear consequences for not reaching targets. Encourage direct feedback to and from your new employee. Be empathetic and help him or her succeed.

### **But...**

Sometimes you should skip all the above and just follow your gut instinct. A high quality recruitment process may help you avoid bad recruitments. It can also stop you from seeing great potential.

<sup>1</sup> Geir Isene on LinkedIn: <https://www.linkedin.com/in/isene/> – his website: <https://isene.com/>

<sup>2</sup> To see what we mean by a result-oriented résumé, read “Your Kick-Ass CV” (<https://isene.me/onepagebooks/>)

This OnePageBook™ helps you recruit the right person to the right job.

The publisher, "Å" (A-Circle AS, [www.acircle.no](http://www.acircle.no)) carries the slogan, "Boosting performance". The company helps teams and individuals to higher performance, reaching their potential.

Need more tips on recruiting the right person and to build a powerful team?  
The author can be contacted here: Geir Isene: [geir@a-circle.no](mailto:geir@a-circle.no) - <http://isene.com>



"If you think hiring professionals is expensive, try hiring amateurs"  
(Anonymous)

"Do not hire a man who does your work for money, but him who does it for the love of it."  
(Henry David Thoreau)

"Never hire someone who knows less than you do about what he's hired to do."  
(Malcolm Forbes)

