



The
Science
of
EDGE

THE KNOWLEDGE TO MASTER THE NEW SUPPLY CHAIN

Recruiting Capital “A” Players

Track 2 Session 2

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Disclaimer

This document is intended to help companies consider various issues associated with employment practices in the workplace. The author is not engaged in rendering legal advice or professional legal services and no attorney client relationship is created. Anyone who creates company policy with (or without) the use of this document should consult with a qualified attorney before relying on it. The law is rapidly changing and may vary from jurisdiction to jurisdiction.

Abstract

We're all looking to hire and keep high-performing employees, but it is regrettably easier to lower our standards than raise them. This HR athlete will guide you through the process of interviewing, hiring and developing workplace standards around the best of the best. You'll also learn how to create an effective orientation process, and identify what factors will make top-notch employees want to work for your company.

Agenda

- **Current Hiring Environment**
 - The Millennials are coming
- **Know What You Want**
 - Recruiting...Start at the finish line
- **T-Square Interviewing**
 - Hire best matched (not necessarily best qualified) for the job
- **Orientation...On-Boarding**
 - Why “A” players are looking to leave
- **Key Takeaways, Conference Cloud, Questions**

What “A” Players Bring to the Table

- **The best developer at Apple is at least nine times as productive as the average software engineer at other technology companies.**
- **The best blackjack dealer at Caesars Palace in Las Vegas keeps his table playing at least five times as long as the average dealer on the Strip.**
- **The best sales associate at Nordstrom sells at least eight times as much as the average sales associate at other department stores.**

Harvard Business Review, January-February 2013, Making Star Teams Out of Star Players

By the Numbers

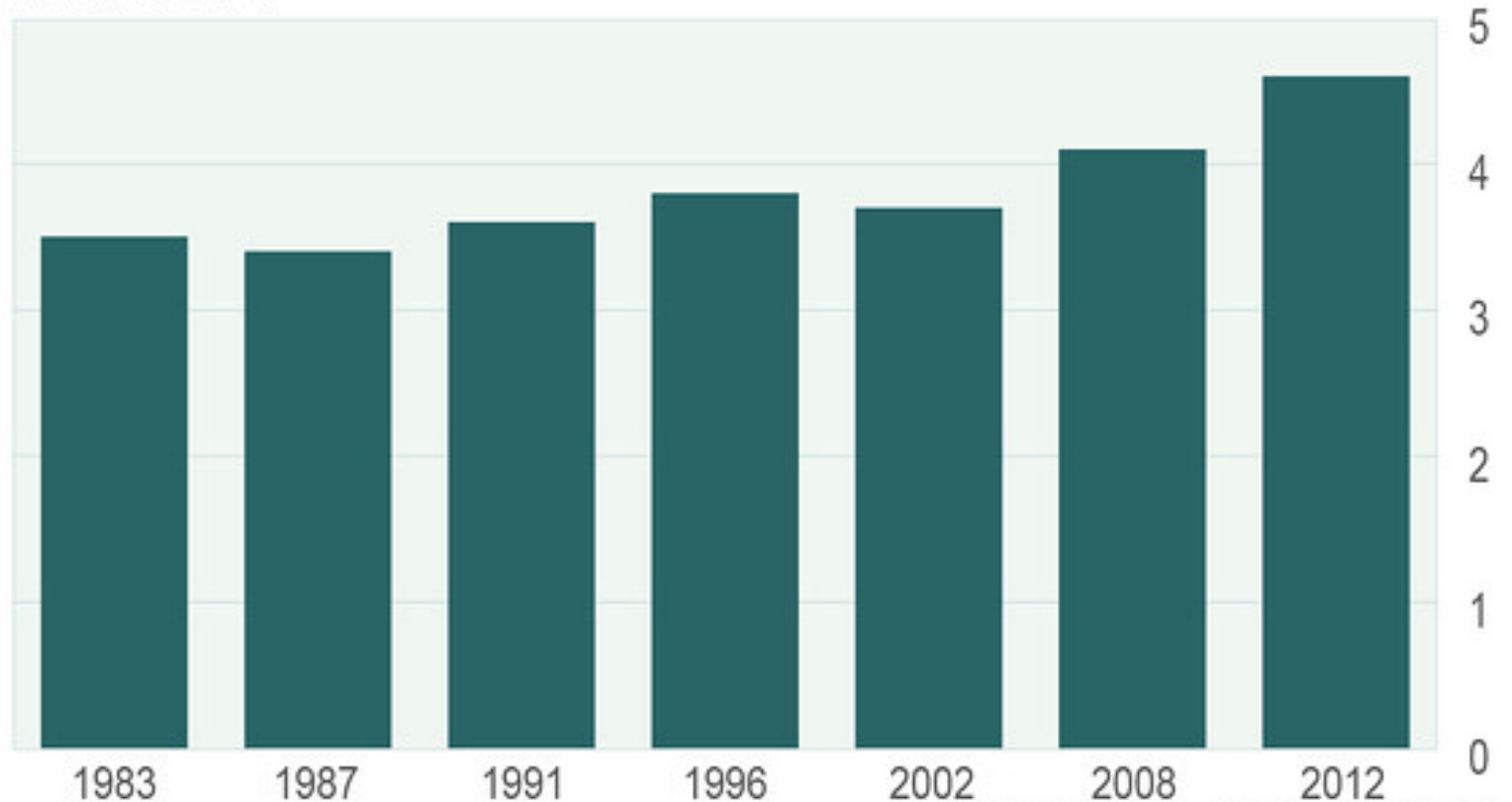
“Millennials have the numbers on their side as 50% of the world’s population is under the age of 30. The fact is that Millennials will form 75% of the workplace by 2025. The U.S. Department of Labor estimates that the average twenty-something worker will have 10 to 14 jobs by the age of 38. There are approximately 80 million Millennials who could make up 36% of the U.S. workforce next year.”

John Lankford...www.premierexecutiveforums.com

Employee Tenure Survey

Americans are staying in their jobs longer

Median years of tenure with current employer for U.S. workers 16 and over



Source: Bureau of Labor Statistics

Where to Start...What do you Want?

- **Job Description**
- **Find your model employee**
- **Hire for BEHAVIOR...Train for PERFORMANCE**

- **Takeaway**...Your “model” employee usually has a set of behaviors that are easy to manage. It is much easier to fix a performance issue than a behavior issue. Pinpoint those behavior characteristics proven successful in this job, for your organization and hire for behavior.

Behavior Standard

- **Maintain positive work atmosphere by working in a cooperative manner. Maliciously motivated criticism, bullying or harassment of management will not be tolerated. Being insubordinate, threatening, intimidating, and disrespectful or assaulting a manager, coworker, customer, visitor or vendor may result in disciplinary action.**
- **Takeaway...** Different job descriptions will call for different behaviors. Think of this as a scale. Does an employee's performance outweigh their behavior? You will probably put up with behavior in IT or sales that would be totally unacceptable for the front desk receptionist.

Are You a Buyer or a Seller?

1.

2.

3.

4.

List four reasons why an “A” player would come work for you?

- **Takeaway**...Maintain the “buyers” mentality throughout the hiring process and you will lose!

Characteristics of a Great Workplace

- **Trust**
- **Engagement**
- **Transparency**
- **Communication**
- **Intention**

HR Magazine...June 2015...(pg.40)

Stay Interview

- **Do not waste so much time in exit interviews. It is too late. HR has said for years and research continues to back it up that usually the employee leaves the supervisor, not the company.**

- **Takeaway...**In the next 30 days, take an “A” player to lunch and ask, “Why are you here?”

Questions from the Q12

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do my opinions seem to count?

Recruiting Techniques

- **Employee testimonials on your website?**
- **Open House...invite employees to bring their friends... “A” players tend to have “A” friends.**
- **Hack-A-Thon**
- **Gold Star business card**

T-Square Interviewing System

<u>Position</u>		<u>Applicant</u>
Job Description		Work History
Behavior		Give me an example of____
		Tell me a time when____
		What would you do if____?

- **Takeaway...**Situational questions are best!

Sample Questions

- **What was the last thing you did to make your job easier?**
- **What have you done to reduce costs or save time in your current position?**
- **Tell me about your last workplace evaluation.**
- **Give an example of how you adapt to change.**
- **Give an example of how you solved a specific problem.**
- **Give an example of your creativity at work.**
- **What is the biggest misperception of you?**
- **A customer complains that you — receiving only 13 cents change instead of 31 cents — shortchanged him. What would you do?**
- **Describe something you have done that shows your commitment to ensuring customer satisfaction.**

Orientation...On-Boarding

- **Have a party on the first day.**
- **Surround with other “A” players.**
- **Immediate supervisor spends quality time with new hire.**
- **Takeaway...**Treat him/her like your best customer or client.

Key Takeaways

- **Hire for Behavior...Train for Performance!**
- **Be able to articulate WHY an “A” player would want to come work for you...Seller’s Mentality.**
- **Take an “A” player to lunch and ask, “Why are you here?”**
- **Use more situational questions in the interview.**
- **Make sure the new hire has a GREAT first day!**

Conference Cloud Additional Resources

- www.gallup.com
- www.nolopress.com
- www.shrm.org
- www.fastcompany.com
- http://www.ted.com/talks/susan_cain_the_power_of_introverts?language=en
- Harvard Business Review...July 2015...
“Blow Up Your HR Department”
- *Thinking-Fast and Slow...Daniel Kahneman*

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Questions



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