

Part of the BusinessCPR™ Management System, Step 5—Be Accountable for *Your* Results

The most valuable resource in any business is its people. The people in your employment have the most significant impact on business profitability and cash flow while representing one of the top three costs for the business. The key to every company's future, no matter its size, is the people it hires today. You improve your odds of hiring the best people by adopting the BusinessCPR™ New Hire Process. See <https://business-cpr.com/articles/how-to-improve-your-employee-hiring-practices-so-you-employ-the-best-people/> to learn more about this process.

The determining step in hiring the best people lies in the candidate interview. A major mistake for most interviewers is asking too many general questions covering a wide area. This results in superficial answers and fails to give the needed depth of understanding to recognize a weak candidate. Instead, stay focused on the critical few objectives of the open position and drill down. In other words, follow through on your questions by going deeper and asking for more specific details to learn why they did what they did.

To help you be more successful in hiring the right people for your business and the position you need them to excel at, the BusinessCPR™ New Hire Process provides two different interview guides to help you hire people who will help you make more money. Below is the Key Question Driven interview guide. This is the traditional job interview approach that helps you appreciate a candidate's personality, intellect, and potential fit in your business. See <https://business-cpr.com/articles/interview-guide-job-history/> for the Job History approach.

The difference between making what a business should and what it did is a function of who gets hired into a business and retained by management. If you have people in your employ whom you regret hiring, you need a more structured hiring process. A poor hire not only costs you significant money. They make it difficult for your best employees who must work with them. Use the following interview guide to help you avoid this costly mistake by taking more care to hire an employee than you would to borrow money to buy a high-priced asset you expect to make "big" money by acquiring.

We are here to help ...

Should you have questions about implementing the BusinessCPR™ New Hire Process or in using the Key Questions interview guide, email help@business-cpr.com to schedule a time to speak with one of our BusinessCPR™ Certified Business Coaches to get your questions answered.



Candidate Interview Guide – Key Question Driven

Name: _____ Job: _____

Interviewed By: _____ Interview Date: _____

Thank them for considering your position.

Introduce the interview process – it will begin with me confirming the BASIC requirements of the job followed by you sharing about yourself. Here, I'm looking to appreciate what you have done in your career, I will particularly be listening for what you enjoyed doing and what you didn't. Then will explore what you are looking for in your next career move followed by my sharing a little more about the job and my vision for our company. Any questions before we begin?

The position I am hiring for is _____. The key responsibilities of this job are:

- 1.
- 2.
- 3.

First, let's talk about you.

1. What 5 things do you like about your current or most recent job? Why?
2. What 5 things do you dislike about your current or most recent job? Why?
3. Share 3 examples of initiative you took in one of your more recent positions? This would be something you did over and above the requirements of the job or something you changed or improved.
4. What tasks have you enjoyed the most in previous jobs?
5. What tasks have you enjoyed the least in previous jobs?

6. Give me some examples of how you determine what you need to do from day to day and week to week.
7. How do you learn best?
8. What do you do when things go wrong? Put another way, how do you handle stress?
9. Who have been some major influences on you and your career?
10. What is the biggest opportunity you hope to experience in the next 3 years?
11. What has been the most complex situation you have ever had to deal with? How did you do it?
12. What are 5 things that we can learn from you?
13. What are your top 3 values? Give me an example of how you acted on your value of _____ in the last 90 days?
14. Knowing what you know now, what would you do different, to have a better outcome in your career? Why?
15. What questions do you have of me?

Now let's talk more about the company and how this position fits within our plans. At its core, we are _____ ... Our goal is to \$_____ million in sales this year and year-to-date we have done \$_____ million. The position of _____ is key to our success. Let me show you the job description and let's discuss the importance of this roll.

If you like the candidate, ask them what their level of interest is in this position? If it's high you either extend them an offer of employment or tell them what's next in the interview process.

If you don't think they are a good fit, thank them for their time and tell them that you are still early in the interview process and that you will get back to them.