



## WHAT THE BEST HIRING MANAGERS DO DIFFERENTLY

*Your recruitment and staffing resource – we help build teams*

Article in full <https://www.linkedin.com/today/post/article/20131229232934-15454-benchmarking-best-hiring-practices>

### TOP TAKE AWAYS:

1. **Clarify expectations upfront.** Although Gallup made a big deal about this in the late '90s with their book, *First Break All of the Rules – What the World's Greatest Managers Do Differently*, clearly describing the performance requirements of the job was what the best managers always did. I refer to these as [performance-based job descriptions](#). They describe the 4-5 critical performance objectives required to be considered successful (the upper 25%) in the role.
2. **Refuse to compromise on their demand for hiring top talent.** Just like the best coaches, the best managers didn't need to read Jim Collins' *Good to Great* to know that getting the best people on the team was the key to building a winning team.
3. **Fully engage in the recruiting process.** Over the past 35 years I've worked directly with more than 500 different hiring managers. Those who consistently hired the best people spent more time with the candidates before, during, and after the interviewing process. Most important: all would meet strong prospects on an exploratory basis before the person agreed to be a serious candidate.
4. **Value potential over experience.** While the person hired needed to have the basic skills, upside potential was far more important to the managers who hired the best people than the laundry list of skills and experiences listed on the traditional job description.
5. **Modify the job to fit the right person, rather than find the right person to fit the job.** The best managers were always willing to see talented people whether or not they had an open job to fill. They were also willing to modify an open job to attract and better meet the career needs of a strong person.
6. **Take full responsibility for the results of every hiring decision.** While the managers delegated much of the work to the HR and recruiting departments, they took full responsibility for the results of every hiring decision. Surprisingly, most gave credit for their successes to others, but took personal blame for the failures.

### BTS TIPS:

- Screening Questions: Have screening questions specific for each job function, these should be behavioral questions that will exemplify the candidates ability to do the role or ability to learn or comprehend the expectations of the role
- Deal Breakers- know them if you have them. The things you know just won't work
- Above listed – POTENTIAL OVER EXPERIENCE. We can't stress this enough and have seen companies walk from great candidates only to see their competition seize the moment and hire them. Resumes don't always tell you everything and neither does skills testing. There's more to meets the eye with a TOP RECRUIT
- Let go of the ones who are not TOP GAME, even when you don't think you can afford to lose them (because you don't have a replacement yet) often the D players are bringing you're A Players down to a B or C. The Ds take up your time and resources and they pull energy from the team