

How to Hire the Best People (With the Least Risk of a “Bad Hire”)



LEADERSHIP TRAINING, COACHING, AND SPEAKING

Tom Cooper, Principal

Based on Dave Ramsey's EntreLeadership training.

12 Steps to a Proper Hire:

1. Pray

“Dear God,
Please send the exact person You want on our team, a person who needs employment, and will do the job well.
Please keep the crazy people away.
Amen”

2. Key Results Area - (KRA)

This is a JOB DESCRIPTION for the ROLE that you need to fill.
This defines the expectations you have for them.

This contains:

3 Roman numerals covering the job area

4-5 sentences that explain the job -

This provides an understanding of what "success" looks like for the person in that role.

You must have this - a written job description for the role.

Here are some samples on Dave's website:

https://cdn.ramseysolutions.net/media/email/entreleadership/entre_lm/kra-example/entre-kra-examples.pdf

3. Resume

Dave says these are almost useless, but they can be a simple filter to eliminate candidates who cannot be bothered to do a good job creating one.

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4. Personality test

Dave uses DISC as a basic test to help identify whether the person is a fit for the role.

I like to use DISC with my clients because it is simple to understand, and we can determine action plans which can give immediate results.

- **D=Dominant**, Delegator, Director - Focus on RESULTS. **D's ask “What's next?”**
- **I=Influencer**, Instigator, Idea person - Focus on People. **I's ask “Who is involved?”**
- **S=Steady**, Secure - Focus on fairness & effective process **S's ask “How will we do it?”**
- **C=Compliant with standard**, Careful - Focus on Planning and details. **C's ask “Why do it this way?”**

A quick video overview of DISC is available here: <http://bit.ly/DiscOverview>
DISC assessments starting at \$97/person. <https://brighthillgroup.com/disc/>

5. Do you like them personally?

It takes more than talent. Chemistry and personality are important.
You should plan to interview the candidate several times.

5 interviews would not be inappropriate.
Take your time making this decision.
You will spend a lot of time with this person after hiring them.

Don't rush through the hiring.

Making it "harder to get in" by finding the right person the first time will save you countless headaches and will save you money in the long run.

6. Do they "light up" when they talk about this position?

You want people who are delighted to be in this role on your team.
If they do not, it's a red flag!

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7. Compensation calculation, policy and benefits review

So that they know what they are getting in return for their efforts.

Do you have clear guidelines (even ranges) for your pay per position?

This is worth figuring out!

8. Personal budget review - Really - on paper, on purpose

Leaders at Dave Ramsey's organization actually work out a personal budget with the candidate to confirm that s/he can live on what they will be paid.

Dave tells the story of a woman who worked for him for \$13K but actually needed \$30K to live. It didn't work out.

Dave feels responsible for his team members and wants to make sure that they can make it on their income.

This may not be appropriate for you and your team, but it's an interesting point - what questions SHOULD you be asking of your potential team members?

9. References

Dave says that these, too, are almost useless - it's a "stupid check" to see if the candidate is "stupid enough" to give references who will say bad things about them.

Sometimes they do. **Call the references.**

Eliminating just one bad hire makes it worth doing every time!

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10. Spousal interview

Dave says "If [his wife] Sharon gets a 'feeling' that the person is not a fit" Dave does not hire the person.

He says ignoring Sharon's "feelings" has cost him tens of thousands of dollars over the years, so he listens now.

The hiring manager, and the hiring manager's spouse take the candidate and the candidate's spouse to dinner.

This less formal interview helps provide an independent evaluation of the candidate.

11. Mission statements (company and personal)

Do you have a mission, vision, values and goals - on a single sheet of paper that everyone can understand?

Does the candidate's personal mission statement line up with the mission of your organization?

If not, don't hire them!

I can help you be able to “say your values out loud” - [email me](#) for more info about my Values program. tom@BrightHillGroup.com (Put Values in the subject line)

It doesn't have to be complicated - in fact, if your company direction is complicated, it probably isn't working for you.

What mountain are we climbing together?
Why is this mountain our mountain?
How will we treat our fellow climbers?
How will we know when it's working?
What approaches will we take as we climb?
Who will do what by when?

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12. 90 day probationary period for the company and the person.

I'm not looking for the 'best' players, I'm looking for the 'right' ones
-- Dave Ramsey

A person hired properly will perform better, will not cause problems, and will be more likely to stay.

Hiring the right way is a critical part of building your team.

What do you want to do next?

Want someone to help you take the next steps?

It can be lonely leading an organization.

I provide executive coaching, thinking partner, business advisory services and more. I have “small business” rates, too!

What would it be like to have someone you could talk to about the challenges of running your business? Someone to bounce ideas off of? Someone to help you set and achieve goals? Someone who is not emotionally involved or “in the weeds” of the business?

Email me at tom@BrightHillGroup.com or

[click here](#) to set up a no obligation quick call to talk about how I may be able to help you. <https://calendly.com/brighthillgroup/quick-call>

What is the cost of staying the same?