

### *Your Best Bet for Success.... Hire the Right People*

*by John Tschohl*

All of your locations are up and running. You've done all you could do to advertise and get a jump on your competition. So now, the only thing you have left to do is the hiring. Plus you must retain good employees.

Success includes retaining good employees. Turnover creates inefficiencies that cost companies major dollars every year, so it's important to pay employees for the efficiencies they create and by staying with the company. Success is hiring and retaining good employees and ...training them.

#### *How to find employees*

Interviews are awkward because you're having an intimate conversation with someone you just met, and the candidate is in a

very vulnerable position. Hiring decisions are too important to be left in the hands of a manager who may or may not have a stake in the employee's success a year later. That's why at Google they set up the process so that the hiring decision is made by committee. If you want to hire someone, the decision needs approval from a hiring committee, whose decisions are based on data, not relationships or opinion. A great guide to hiring is the book by Alan Eagle entitled **How Google Works**. At Google they grade interview candidates on a scale of 1 to 4. The average score falls round a 3 which means the applicant is okay but they would like to have another opinion that would possibly rate them higher.

On the product management team the score of 4.0 means the applicant is perfect for the role and should be hired. They believe every interview must lead to a decision, and that decision is personal.

At Google they break down candidate evaluations into four

different categories:

**Leadership:** They want to know how someone has flexed different muscles in various situations in order to mobilize a team.

**Role-Related Knowledge:** They look for people who have a variety of strengths and passions, not just isolate skill sets.

**General cognitive ability:** They're less concerned about grades and transcripts and more interested in how a candidate thinks.

**Googleyness:** They want to get a feel for what makes a candidate unique.

### ***Hire for attitude and train for skills***

The Hay Group is a leading management research firm that specializes in tracking employee attitudes. It has found that employees do not value money

as the most important aspect. Edmund A. Pinelli, the vice president of research for the Hay Group, has said that "Money is important but not an end-all as long as they understand why they get paid and what they get paid."

Employees are proud to work for an organization that is committed to excellence in service to people. Performance improves. Turnover drops.

***"Employees find satisfaction in performing to the best of their ability because they realize that they are building their own future!"*** --John Tschohl

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