

6 PROVEN STEPS TO HIRE THE RIGHT A-PLAYER

Step 1: Review and filter applicants' resumes, portfolios, introduction videos and/or sales pitch videos. Depending on which position you are hiring, either one or a combination of resumes, portfolios or videos are one of the key factors to assess the potentials of an applicant.

Step 2: Send Culture Index personality survey and provide pre-designed test questions tailored to examine the applicant's technical and written communication skill level. At this step, you are not ready to interview the applicant yet.

With a Culture Index survey, the applicant's personality profile will be revealed to the hiring manager. The hiring manager can decide if his/her personality will fit the requirements of the position opening and how it will impact the dynamic of the existing team. This will also assist you in tailoring scenario based interview questions, specifically addressing or challenging the applicant's ability to respond.

With the pre-designed test questions, the hiring manager can authenticate the applicant's technical ability according to what was said in their resume or portfolio, as well as their written communication skills. It is best practice to always include 2 – 3 tests at this stage. For example, a WOW team member in our company would be required to answer 3 support ticket emails based on different scenarios or a data analyst in our company would be required to perform a quick analysis and summary of findings, with recommendations to solve a problem from a big set of mock data.

Step 3: Set up a telephone interview for about 30 minutes. This is the interview where you get a feel of the applicant's verbal communication skills, find out if they are legally allowed to work for your company when hired (this is applicable for employees who are going to be on your non-contractor payroll or any restrictions your country may have). Ask for reasons why the applicant left their previous workplaces and/or the company and team size of their previous workplaces.

This can help you weed out any applicants you know are a bad fit for your company, without having to waste your valuable time on a personal interview. A telephone interview typically will be done by our HR or HR assistant.

Step 4: Schedule an in-person interview(s) with any applicant you see that has potential to be a good fit over the phone interview.

A few suggested best practices:

- I. For intermediate or senior level roles, it is best to have at least 2 in-person interviews for the applicant. It could be the hiring manager along with HR or the next level manager/reporting executive and/or selected team members within the same team.

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- II. Always have a panel of 2 interviewers at any in-person interview. If you do it solo, you are missing all the body gestures of the applicants, while you are busy taking notes, making eye contact, listening to their answers and thinking about what to ask next. Have your second interviewer help you observe anything you miss and take note of that body language. Also, with a second interviewer, you can tag team and ask more questions with different angles.
- III. Don't rush to end your interview in 60 mins. Always space your interview for 90 mins. By this time, the applicant has scored "PASS" on their resume, their personality survey fit check, their technical skills test, their telephone interview, you are just as interested in hiring the applicant as the person who is applying! So, don't rush to boot the interviewer out within 60 mins!
- IV. Ask them what questions do they have for you, regarding the position opening or anything in general. You can use this part to not only answer their questions, but also to take note of what could be some deal breaker in their mind or what they are really focused on about the job.
(Note: Would you be putting a more careful consideration of hiring the applicant who asked you "How many paid sick days does the company offer?")
- V. Tell your applicant what to expect next with your hiring process. This is important. You can tell them the timeline of when you will be making the decision to hire and expected start date etc.

Step 5: Reference check from previous employer(s) or supervisor(s) and/or validate their professional certification. Get on the phone and call the reference. DO NOT send out the reference check questionnaire via email. You are giving up the ability to explore any potential concerns about the hire, when you are not talking and feeling the emotion from the reference person.

Step 6: Provide proper orientation and onboarding for your new hire, with follow-up weekly one-on-one for 4 weeks, then, monthly one-on-one for month 2 and month 3 (ongoing monthly one-on-one if you are reporting manager). Be sure to give clear expectation and constructive feedbacks. Set goals to achieve for the following month or quarter. Don't be nice. Be candid and vulnerable. This is your chance and your new hire's chance to build the trusting relationship right from the start.

Hire SLOW Fire FAST!!!!

You are doing both yourself (the company) and the employee a service and cut the ties fast. Don't linger. If the person is not able to give you a WOW experience/performance in their first 90 days, how do you expect them to perform at their 'NEXT LEVEL' after their probationary period?! This comment is applicable for assessment of cultural fit.

(Note: On some occasions relating to cultural fit of a new hire, the company can extend his/her probation period for another 90 days to further allow time for team members to sync up with the new hire.)