



THE REAL
Jason Duncan

10 STEPS TO HIRE NEW **TEAM** **MEMBERS**

THEREALJASONDUNCAN.COM

10 STEPS TO HIRE NEW TEAM MEMBERS

01 Write an ad

02 Create an application form

03 Post your ad

04 Review the applications

05 Conduct phone calls

06 Conduct in-person interviews

07 Conduct a culture check

08 Make the offer

09 Sign the employment agreement

10 Welcome & onboard your new team member

STEP 1:

HOW TO WRITE YOUR AD

- Write a good, personalized ad that is different from standard vanilla job ads. You want to stand out from the other ads your candidates read. Be different.
- Make sure your “voice” and “personality” as a company come through.
- Your ad should have a very clear “how to apply” message at the bottom. Don't leave it up to them to figure out how to apply. Make it very specific and clear.
- Here are the top three things you must cover in the ad:



Opportunity

People want opportunity more than anything else. Explain to them what this opportunity is all about—not just the job they are applying for. Be specific.



Recognition

People want to be recognized. They want to know that the company they work for cares for them. How will you recognize them? Tell them.



Money

People want money, but not as much as they want opportunity & recognition. This is delicate, and you may not be able to post your compensation, but make sure you address it in some way. Just saying you offer a “competitive salary” is not enough. Be as specific as you can.

STEP 2:

HOW TO SET UP YOUR APPLICATION FORM



Set up a Google Form or Type Form to receive applications. These are free to use in most cases.



Using these type of forms as an application device is much easier on everyone and eliminates the need for resumes and other documents sent via email. (You can get their resume at the interview.)



Ask all of the questions that you think are important to know. Remember, you will have to read this, so don't ask anything you don't want to waste time reading about. Only ask what is most important to you and the company so that you can make a quick decision.



A best practice with an application form like this is to ask questions that require them to write complete sentences. For example: "What was it that made you want to apply for this position in the first place?"



If your job is white collar or high-level enough to require a cover letter, encourage the applicant to also email you a cover letter directly after filling out the form. The cover letter should address why they want the job and how their skill sets match what you are looking for.



Make sure that your application form is private and will not be sent to other applicants upon completion. You should be the only one who receives the form after the applicant hits "submit". If set up properly, you will get an email notifying you that the form has been filled out.

STEP 3:

POST YOUR AD

- Where you post your ad has a lot to do with where you are located, the type of position you are offering, where your applicants live, and where your applicants are most likely to find the ad. Listed below are some of the most common job listing websites.

[craigslist](#) [LinkedIn](#) [indeed](#)

[ZipRecruiter](#) [monster](#)

Take into consideration the cost of placing that ad. Depending upon the nature of the position, you may need to spend more money to get eyeballs to view your ad. But don't discount free or low-cost options in a hot job market because many people will see it without you having to pay them to look for it.

 THE REAL Jason Duncan



STEP 4:

REVIEW THE APPLICATIONS

- Once you start receiving applications, take the time to read every one of them
- It is a best practice to print them off and make notes with a colored pen as you read through the application.
- Without being overly critical or aloof, rank your applicants on a scale of 1 to 10 and write the number on the front page of the application form. This is for reference later.
- If an applicant scores five or less points, immediately send an email to them letting them know that you will not be proceeding with her application. Here is an example of what you could write:



Thank you so much for your interest in the XXX position with XXX Company. We appreciate you taking the time to fill out the application form. We have chosen to proceed with another candidate who is a better fit for this opportunity, but we wish you the best.

- If an applicant scores 6 or more points, schedule a 15-minute phone call with them.

STEP 5:

PHONE CALLS

- Once you have identified a potential candidate match for your job, either **(A)** schedule a 15-minute phone call with the applicant, **OR (B)** make an unscheduled phone call to the candidate to catch them off-guard to see how they handle the unscheduled call.

[NOTE: An unscheduled phone call is advised for most situations because it will give you an opportunity to see how the candidate reacts to phone calls that are not planned.]

- If you decide to **schedule** the call, say or include the following statement in your message about the call:



Thank you for filling out the application for the XXX position with XXX Company. After reviewing your answers, we would like to schedule a short 15-minute phone call to discuss a few highlights. At the conclusion of that call we will decide together whether or not to invite you to an in-person interview. (Include a schedule link if available.)



WHAT TO SAY ON THE PHONE CALL:

- Thank you for your interest in the position. Based on your answers, we get a sense that you might be a good fit, but we want to talk for just a couple of minutes first. At the end of this call I will decide whether or not to invite you into the office for an in person interview. Sound fair?
- You said that the main reason you were interested in applying for this position in the first place is XXX. Tell me more about that, please.
- The reason we are looking for someone to fill this position at this time is...
- The compensation for this position is going to be in this range... Is that doable for you and your family? [List a range.]

- If there is any specific skill, license, certification, physical ability, experience, or other necessary items that would disqualify someone who doesn't have it, address that here.

STEP 5: Continued

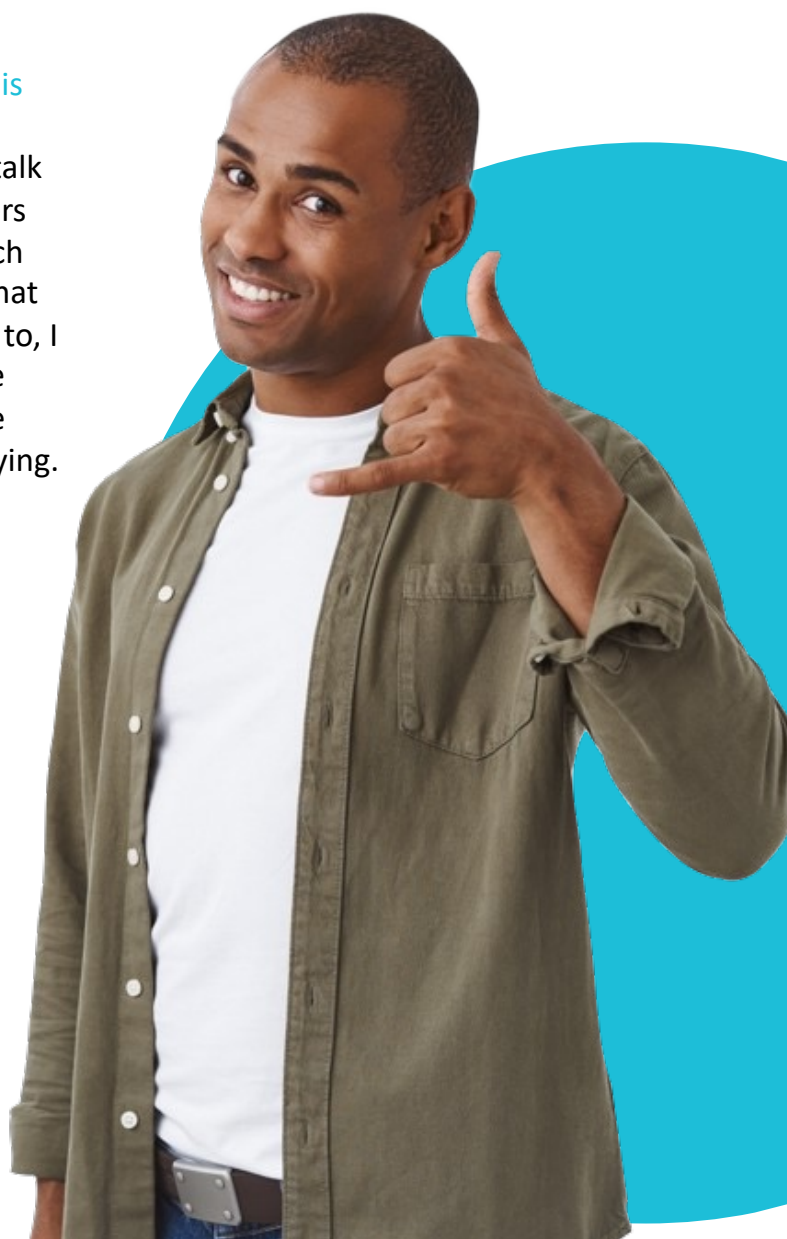
PHONE CALLS



What are your top two questions that I can answer for you right now about this opportunity?

[Keep your answers short and to the point. Do not elaborate beyond their specific question. Do not answer questions they do not ask.]

- [If the candidate is a match and you would like to invite them in for an in-person interview, tell them so and get the in-person interview scheduled before you hang up.]
- [If you are sure that the candidate is not a match, say this:] “I really appreciate you taking the time to talk with me. After hearing your answers and evaluating your potential match with the position and comparing that to the other candidates I’ve talked to, I don’t think it makes sense to move forward at this time. I wish you the best of luck. Thanks again for applying. Good-bye.”
- [If you are uncertain about the candidate, say this:] “I really appreciate you taking the time to talk with me. After hearing your answers and evaluating your potential match with the position and comparing that to the other candidates I’ve talked to, I want to take this back to my team and discuss it with them. We will reach back out via email and let you know about next steps.”



STEP 6:

CONDUCT THE FIRST IN-PERSON INTERVIEW

- 01.** Warmly welcome the candidate into your office. Make them feel at ease and comfortable. Note the time of their arrival. If they are late to an interview, they will be late to work.
- 02.** Every company and every position require different things. So make sure you ask things that are specific to your company and position. Review their résumé if appropriate and ask them general questions about their background and experience. It is up to you as the interviewer to determine whether or not this candidate is qualified for the position. But keep in mind that skills can be trained while attitude and overall fit cannot, so pay attention to their fit more than their skills. [\(See Step 7\)](#)
- 03.** We recommend using the following interview questionnaire to guide your interview. [\[See Appendix A\]](#)
- 04.** At the end of the interview, tell them that you will take all of the information they shared with you under consideration, compare it to the other potential candidates, and get back to them within a certain timeframe. Do not leave them hanging. Treat them the way you would want to be treated.
- 05.** Thank them for coming in and see them out.

NOTE:

If it is determined very clearly and without question that they are not a potential fit, let them know before they leave. There is no sense in them having any false sense of hope or keeping a cycle open for you. Close it before they leave

BONUS STEP

Give your prospective employee a pre-employment assessment. I recommend SalesTestOnline.com. Others include Culture Index, DISC Analysis, Predictive Index, etc.

STEP 7:

CULTURE-CHECK INTERVIEW ("FIT"ness CHECK)

Checking References

- If you have determined that the candidate is worthy of final consideration and you could possibly offer them the position, ask them to send three references for you to call. One should be a current or former supervisor, one should be a current or former coworker, and one should be a personal reference. Please use discretion when reaching out to references. Do not call references if you do not intend to move forward with them as a candidate. Also, be discreet in not reaching out to people who don't need to know that this person is looking for a new job. Treat them the way he would want to be treated.
- Once references have been checked and everything is good to move forward, schedule follow-up "culture-check" interview.

Second In-Person Interview

- Best practice for a culture check interview is to invite your leadership team and top employees into the conference room to meet the candidate. Keep this group to less than 12 people. Ask each current employee to come prepared to ask the candidate one question. Questions must be professionally appropriate but do not have to have anything to do specifically with the job. You're just trying to get a sense of how your candidate will mesh in the company culture. Your employees should be in this meeting for 30 minutes or less.
- Once the candidate has been asked questions from the current employees, give the candidate an opportunity to ask any of the employees a question. Depending upon the time you have allotted, limit his or her questions to two or three.
- Dismiss all of the current employees and spend 10 to 15 minutes with the candidate. Ask him or her how they feel about the team and their place in it.
- Just like in the first interview, tell them that you will be in touch with a final decision within a certain timeframe.

STEP 8:

JOB OFFER



If you have determined that the candidate meets all of the qualifications and is a good cultural fit, reach out to them with an official job offer. This should be in the form of a letter or email that clearly outlines the offer. It should state the compensation, PTO policy, benefits, their manager(s) and/or direct report(s), job description, and responsibilities, etc



Specify the start date and the work hours.

STEP 9:

EMPLOYMENT AGREEMENT



The job offer should include appropriate employment agreements that follow your state guidelines, as well as any non-disclosure, noncompete or other protection clauses for your company.



Have the new employee sign all appropriate paperwork and agreements.

STEP 10:

WELCOME AND ONBOARDING

- The first day your employee is on site should require a significant amount of your time to make sure that they feel welcome, are clear on company policies, know the building layout and location of offices, understand employee locations or stations, know safety measures, etc. Don't use a start date that doesn't allow you to do a warm and thorough onboarding.
- Onboarding typically requires anywhere from 2 to 5 days depending upon the nature of your business. Technology, security protocols, logins, company policies, etc. all need to be covered in onboarding. Remember that confusion leads to negative outcomes. Make sure that they are very clear on all expectations and company policies during onboarding.
- Treat the new employee as if they are highly desired and welcome in this new opportunity. The first impression your employee has will set the tone for how he or she feels about the company long-term.



Appendix A

EMPLOYEE CANDIDATE INTERVIEW QUESTIONS

ASK THESE FOUR EVERY TIME

1. What do you want? (Keep pressing until you get to their true motivation. Do not clarify your questions.)
2. When and where did that motivation first appear in your life?
3. Tell me of a time when someone challenged you and you were in fact wrong.
4. Tell me of a time when someone challenged you and you were right after all.

INTERVIEW BY NUMBERS

(Have the candidate choose a number 1-72 and ask that question. Do that as many times as you want during the interview.)

1. Why do you want to work here – for this company?
2. What is it about [job type] work that appeals to you?
3. What are your career goals?
4. What have you done in the last year to develop your knowledge for this profession?
5. Why did you leave your last job?
6. Can you give me an example (or two) of a time when you dealt with a difficult person?
7. The people who know you best would say you need to improve most in what area? In what areas would they say you are a rockstar?
8. How do you handle stress and pressure?
9. What was it like working for your supervisor?
10. What do you expect from a supervisor?
11. Do you prefer to work independently or on a team?
12. Describe a time in your past where you had to work well as a team with co-workers.
13. How would you handle a boss who gave you assignment without complete instructions?
14. How do you begin a complex work assignment?
15. What sort of direction do you want from a supervisor? Do you like detailed instructions, or would you rather just know the highlights? Do you want them in writing?
16. How do you deal with tight deadlines?
17. How do you prioritize your work? How well does this work?
18. If you have a situation where several people gave assignments—all due very quickly—how would you handle the problem?
19. Do you prefer to see a project through from beginning to end, or just do a part of it?

EMPLOYEE CANDIDATE INTERVIEW QUESTIONS

Continued

20. Walk me through how you would set up and complete a [job specific] assignment. What are the most trouble spots you anticipate?
21. Tell me about a time you changed a workflow process to make it much more efficient, if applicable.
22. Tell me the most effective approaches for managing you? (i.e. feedback, rewards, closeness of supervision, communications approach, and leadership style preference)
23. What is the biggest misperception people have about you?
24. How do you unplug?
25. What would make another candidate more qualified than you? (and why shouldn't I hire them?)
26. Why wouldn't I hire you?
27. What would you do if you don't get hired for this position?
28. What's most important to you in your work?
29. Describe a recent project and how you could have done it better.
30. What do you regret the most about your career so far?
31. When do you start to lose energy?
32. Who's the person you've learned the most from?
33. What's a question you're hoping I don't ask you?
34. What's the biggest insult you remember?
35. What's the biggest compliment you've received?
36. Who's cheered for you the most?
37. What's something you want to be good at that you've always struggled with?
38. What's an example of a time when you bit your tongue but you really didn't want to?
39. Some people say ideas are a dime a dozen and others say that one idea can change everything...what do you think?
40. What's the most remarkable thing you've done for a client?
41. When's a time you had to tell the truth knowing it would cost you something?
42. What's something you're looking forward to reading right now?
43. What do you think about speed limits?
44. Where do you go if you need to think about a problem for a while?
45. Besides money...what's the value of work to you in general?
46. When is a time you were totally broken?
47. What's your morning routine look like?



THE REAL Jason Duncan



EMPLOYEE CANDIDATE INTERVIEW QUESTIONS

Continued

48. When you're really frustrated and you can't control the circumstances you're in...how do you stay relaxed?
49. What's the point of a vacation?
50. What's a part of your life that you really like to keep organized and how do you do it?
51. What type of person intimidates you?
52. How do you handle conflict in the office?
53. Does this position feel like a move up or a move down for you?
54. Describe your current team. What do you like and dislike?
55. What are the most important accomplishments of your career?
56. What was the most embarrassing moment in your career? Or the biggest failure?
57. How did you handle that embarrassment or failure?
58. What is your greatest weakness?
59. How do you handle apologies, either giving or accepting them?
60. Can you tell me about someone who is better than you in an area that really matters to you?
61. What is the hardest you've ever worked on something in your life?
62. What do you like to do when you're not working?
63. What kinds of hours do you generally work?
64. Have you ever worked with a difficult colleague or boss? How did you handle the situation?
65. How would you describe your personality?
66. What do you do that others in your personal life might find annoying?
67. What kind of people annoy you the most, and how do you deal with them?
68. Would your former colleagues describe you as an empathic person? OR Can you give an example of how you've demonstrated empathy to a teammate?
69. What are the key qualities that a person must have to excel in leadership?
70. How do you handle difficult team members?
71. At the end of your career, what do you want to be known for?
72. What are you learning right now?



THE REAL
Jason Duncan