

ADVICE FROM THE FIELD

Spend \$10k on yourself or no interview Wow! That's some motivation check

Imagine a vital position where without the proper people, your company doesn't exist. Throw in another critical factor—everyone in your industry needs them. Your competitors will even accept lower qualified candidates. On top of that, your company requires a candidate to spend \$10,000 on himself/herself to be eligible for an interview. Would you go out of business or would you have people lining up at the door to be hired?

With these requirements, a company is betting that it is best in the business. That is exactly what Southwest Airlines does. According to Kevin and Jackie Freiberg in their book-NUTS! Southwest Airlines' Crazy Recipe for Business and Personal Success—they only hire the highest 737-Type Rated pilots. "This requirement weeds out the pilots who lack an entrepreneurial spirit, because each pilot has to invest about \$10,000 to receive the rating... even then there is only one-in-five chance that he will be hired."

Nobody comes close to the success of Southwest Airlines. That's not surprising; excellent employees promote excellence.

The power of attitude and motivation checks

To be successful, a company must have an active, organized, and structured hiring system. To be effective, this program seeks eagles, accepts maintainers, but avoids slugs. The best way to accomplish this goal is to have attitude and motivation checks within the hiring system. However, a company must deserve the best if it seeks the best. Hiring and retaining has a tendency for

the talent level to equalize with employee treatment. Excellent companies warrant excellent employees. Bad companies always have turnover problems.

Practical A & M checks

Many companies have attitude and motivation checks in place but do not recognize them as such. For example, one of the first tasks a candidate must perform at interview is to fill out an application. (In the Performance Hiring Program, we prefer to call this document a Candidate Data Sheet. It is a subtle difference.) How do you view a candidate that refuses to fill one out or does it sloppily versus the one that does a professional job? How about the candidate that shows up fifteen minutes late versus the one that is early? Isn't what a candidate wears to interview reflect his/her attitude? Do you include the receptionist or the secretaries in your evaluation process? How they are treated is a good reflection on a candidate's attitude. Do you keep track if a candidate sends a thank-you letter or has a follow up telephone call?

Any action by a candidate that delineates him/her from another can be an attitude and motivation check. By being aware of them and noting the differences in candidates are important.

Introducing other A & M checks

Using attitude and motivation checks not only will help identify talent but also will reduce the hiring workload. In a normal hiring process, resumes are the primary hiring tool. Usually, somebody is given the unwelcome task of reviewing resumes. Instead, make it a policy to send everyone who submits a resume, a Candidate Career Questionnaire. Now the candidates are doing the initial screening. With a resume and the added information that the Candidate Career Questionnaire gives, only the motivated prospects can earn interviews. About 20 percent will return this document. Nonetheless, a company always has the option to telephone interview anyone who did not return it. That way an interesting resume candidate can be given the benefit of doubt.

The telephone interview becomes a secondary attitude and motivation check.

The most powerful interviewing tool

The most powerful interviewing tool is also a strong attitude and motivation check—the Career Portfolio. It's an eagle identifier! Selected candidates are instructed to bring a career portfolio to an interview. (In the Performance Hiring Program, the candidates are sent the Win-Win Interviewing video.) This proven and powerful interviewing tool is a visual compilation of a candidate's accomplishments. Not only does it reflect the candidate's attitude and motivation but also makes the interviewing process extremely easier.

In the 15 years in using this tool, I have found the eagles particularly excited about putting together a proper Career Portfolio. Eagles abhor interviews that are little more than personality contests. This tool allows them to focus on track record.

Web site can be an A & M check

If a company has a web site, it can be incorporated as an attitude and motivation check. This tool has two aspects. When an interview is being scheduled, he/she is given the web site address. One of the first interviewing questions would be: "What did you think about our Web site?" Consider a candidate that reveals he/she did not have time to review it versus the one that uses it to ask questions. Throw in this question to get free advice: "What would you change on it?"

The other aspect is using the Web site as a passive recruiting tool. An employment page, besides being a marketing effort, would have this question: "Do you have a current resume you can send to us?" A "yes" answer would give the necessary contact information followed by an online Candidate Career Questionnaire. A "no" answer will present a Candidate Data Sheet followed by the questionnaire. Every candidate is entered into a database but the ones who took the time to give the requested

online information may be the only ones contacted for an interview.

Attitude and motivation checks are extremely powerful tools to use in the hiring process. The more successful companies will eventually be in the envious position of not needing to use any of the traditional means for finding candidates. The company's reputation will be the motivator that draws candidates without any effort. Therefore, seemingly restrictive requirements will be the ultimate attitude and motivation check to determine which candidates deserve to be employees.

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