



# HIRING PEOPLE: THE BIGGEST MISTAKE YOU'LL EVER MAKE AS AN EMPLOYER

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# EMPLOYERS TEND TO THINK THEY ARE GOOD AT HIRING

- I know people.
- I trust my gut.
- I've been around the block.



# COST OF A BAD HIRE

- ADP has a “Bad Hire Calculator” to determine how much it costs an organization for every bad hire.
- <http://www.adp.com/tools-and-resources/calculators-and-tools/personnel-calculators/bad-hire-calc.aspx>
- In one scenario, an employee making \$45,000 a year would cost the company between \$40,000 and \$53,000 in replacement costs.

# PARTS OF FINDING GREAT PEOPLE

The background of the slide features a large, stylized globe with a grid of latitude and longitude lines. In the upper right corner, there is a compass rose with a needle pointing towards the top. The overall color palette is warm, with shades of gold, brown, and beige.

- Ads
- Resumes
- Recruiters
- Initial Screening Interview
- Interview
- Assessment
- Background Check

# MISTAKES



- Ads
  - Looking for love in all the wrong places
- Resumes
  - Pabulum stories
  - Resume writers



# MISTAKES



- Recruiters / Head Hunters
  - Looking for a warm body
- Initial Screening Interview
  - Isn't done

# MISTAKES

The background of the slide is a faded, sepia-toned image of an antique map. In the upper right corner, there is a prominent compass rose with a globe in the center, showing latitude and longitude lines. The map itself shows some faint, illegible text and geographical outlines.

- Interview
  - No system
  - Only one person
  - No pre-set list of questions
  - No one taking notes
  - Focusing on trivia instead of substance

# MISTAKES

The background of the slide features a stylized globe with a grid of latitude and longitude lines. A compass rose is positioned in the upper right corner, with its needle pointing towards the top. A glowing, golden path or line curves across the globe, starting from the bottom left and moving towards the top right. The overall color palette is warm, with shades of gold, brown, and beige.

- Assessment

- None used
- EEOC non-compliant assessments used
- Results applied inconsistently
- Results worshipped a truth
- No criterion / benchmark created against which to measure



# MISTAKES



- Background Check
  - None used
  - If one is used, no criterion as to which things matter for success
  - Never check the references – assuming no one will tell you anything

# HOW TO FIX THEM

The background of the slide features a stylized globe with a grid of latitude and longitude lines, positioned in the upper right quadrant. Below the globe is a compass rose with four directional points. The entire background is rendered in a warm, golden-brown color palette with a subtle, textured appearance.

- Ads
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# ASSESSMENT

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- Criterion Validity (Benchmarking)
- Convergent and Divergent Validity
- Ease of Use
- Price Point
- “Clinical” versus “Empirical” Questions



# ASSESSMENT: TYPES OF TESTS

- Ability
  - *Intelligence*
  - *Task Ability (Skill)*
  - *Can unwittingly become EEOC non-compliant*

# ASSESSMENT: TYPES OF TESTS

- Achievement
  - *Grades*
  - *SAT or ACT or GRE scores*
  - *Can unwittingly become EEOC non-compliant*

# ASSESSMENT: TYPES OF TESTS

- Personality
  - *Many have very little correlation to job performance*
  - *Some correlation to organizational fit, but must have criterion (benchmarking) already completed*
  - *Can unwittingly become EEOC non-compliant*



# ASSESSMENT: TYPES OF TESTS

- Judgment / Priorities
- Work Sample / Assessment Center

# PARTICULAR CHALLENGES OF HIRING MILLENNIALS

- Helicopter Parents
- Self Esteem leading to narcissism
- Failure to understand that hard work predicts success better than intelligence.

# PARTICULAR CHALLENGES OF HIRING MILLENNIALS

- Believe the technology will solve every problem
- Believe in the myth of modernity
- Believe that faster is better



# PARTICULAR CHALLENGES OF HIRING MILLENNIALS

- Low frustration tolerance for long boring tasks
- Frustrated that they aren't progressing faster
- Frustrated that they aren't considered for more exciting jobs

# GETTING PAST THE PROBLEMS



- The Why...

# CONCLUSIONS

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