

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

The lies we tell ourselves

Cost of a Bad Hire

ADP has a "Bad Hire Calculator" to determine how much it costs an organization for every bad hiring decision.

<http://www.adp.com/tools-and-resources/calculators-and-tools/pes-calculators/bad-hire-calc.aspx>

Parts of Finding Great People

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

Recruiters / Head Hunters
Looking for a warm body

Initial Screening Interview
Isn't done

Interview
No system

Only one person

No pre-set list of questions

No one taking notes

Focusing on trivia instead of substance

Assessment

None used

EEOC non-compliant assessments used

Results applied inconsistently

Results worshipped a truth

No criterion / benchmark created against which to measure

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

Ads
Resumes
Recruiters / Head Hunters
Initial Screening Interview
Interview
Assessment
Background Check

Assessment

Criterion Validity (Benchmarking)

Convergent and Divergent Validity

Ease of Use

Price Point

“Clinical” versus “Empirical” Questions

Types of Tests

Ability

Intelligence

Task Ability (Skill)

Can unwittingly become EEOC non-compliant

Achievement

Grades

SAT or ACT or GRE scores

Can unwittingly become EEOC non-compliant

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

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.

Believe the technology will solve every problem

Believe in the myth of modernity

Believe that faster is better

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 Challenges of Millennials