

Looking to hire? Go with your instinct and emphasize attitude

Recruiting and hiring employees is one of the most time consuming areas in most businesses. Despite the shortage of positions available during the past two years, hiring managers have in the past and will again battle locating and hiring the most qualified candidates for their positions.

I recently got a call from a client wanting to discuss hiring a new person for his company. He indicated he was having trouble with an employee and needed to find someone more experienced and easier to get along with. He said he wanted to interview until he found the perfect person. I asked him how he would know when he had identified the perfect person. Then I asked him if he thought the person working for him now was the perfect person when he hired him.

In a moment of silence, he didn't really have an answer. Managers are accountable for the people they hire in most all cases so they really want to be successful in their decision. When they



**GUEST
COMMENTARY**

BRAD TOWE

are not, they feel they should take the blame. They shouldn't.

The biggest challenge managers have in their job is finding and keeping the best people. I have three basic principles I follow when searching for the best person for the job. The person has to be someone with the same goals and experience required, a creditable work history and attitude.

When you find someone who already has experience doing the work you need them to do, it starts your relationship off on the right foot. You have something in common. He will be able to relate to your needs. It is okay to tell the interviewee what your issues are in

the current situation. Seeing the candidate's response will help you determine if the same problem could occur again.

If their goals and intentions are in line with what your goals are for success in the position, you are headed in the right direction. Let them tell you their ideas of how to make the job work before you tell them yours. You will identify their strengths. Finding someone and making them fit the mold because he is nice usually doesn't work. If you know what you need, you will see it in the candidate in the first few minutes.

Look at someone's work history. How long has he worked in your industry or in the same type of position? How long did he work at his last couple of jobs? Why is he seeking a job? If you can dig deep and get the answers you feel make sense, it is time to talk about your needs. If a candidate doesn't really have the experience, issues usually will arise down the road. Sometimes, you don't get clear answers but need to fill

the position so quickly, you overlook the true issues.

Attitude! The most important part of the interview is attitude. Do you think the candidate will blend in with the group? Does the candidate have the personality and attitude you are looking for? If he doesn't, make the interview short and move on. It doesn't matter how long you talk if you don't get a good feeling up front.

If you are in the recruiting department and hiring for your managers, make sure you know their attitude and personality. Don't hire an introvert to work for an extrovert. It will not work. People's attitudes and personalities are important. Good people make great employees. The best way to retain good people is to keep them challenged, keep the environment positive and allow them to grow. So many positions reach a dead end. When you don't provide growth, you will have turnover.

Brad Towe is president of Nashville based BT & Associates.
brad.towe@btandassociates.com ■ 615-515-3029

Nashville Business Journal