Top Reasons Why Hiring Good is Better than Firing









The Wealthy Dentist



If I learned anything from each of my mistakes, I really should be a lot smarter?



- Why selection matters
- Common hiring mistakes
- Human resources 101
- Predominant personality traits
- Behavioral hiring methods
- On-boarding for success
- Employment agreements
- Performance Reviews
- Q&A



Why Staff Selection Matters

- Productivity
- Turn-over
- Team Dynamics
- Customer Satisfaction
- Customer Retention
- Customer Referrals
- Sales and Revenue
- Compliance Violations



Hint! Five 3's

3 Candidates

3 Interviews

3 People Involved

3 Tests

3 Verifications

Misfit



Characteristics

Is it better to be great at one thing or good at many?

Punctuality & attendance

Excuses and blaming

Stress

Conflict with others

Avoidance

Complaints from employee

Complaints from others

Deniers

Misguided self-image

Performance

Common Hiring Mistakes

- Convenient Candidates
- Friends & Family
- Friendly & Appearance
- Interview Techniques
- More like Me
- Prohibited Grounds
- Experience Conundrum
- No References



The same

Hint!

Five 3's

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Interviewing Basics

HR 101

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"Any other people skills, besides 400 Facebook friends?"



Prepare & be consistent Set aside enough time Chronological interviewing Behavioural interviewing Open ended vs Closed Qs Look for red flags Ask tough questions Ask indirect questions

Top Performing Employees



Top performing employee fit 3 criteria





Matching Traits

Accommodating/Aggressive
Reserved/Outgoing
Fast/Steady
Flexible/Structures



Matching Skills

Knowledge
Education
Experience
Technology & Tools



Matching Culture

Consistent/Versatile
Creative/Structured
Emotional/Controlled
Internal/External



People Traits

People won't change. Don't waste time trying.

All companies have very different cultures and different activity expectations....

- Assertiveness
- Social Tendency
- Impatience
- Discipline Detail
- Adaptability
- Emotions
- Creativity



- The Organizer
- The Developer
- The Adventurer
- The Path Finder
- The Influencer
- The Negotiator
- The Promoter
- The Tech Specialist
- The Technician
- The Analyzer
- The Perfectionist *
- The Processor
- The Coordinator
- The Friendly Service

Perfectionist Traits



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PRO.FILE TRAITS & BEHAVIORS

ACCOMMODATING	Seeks Harmony/Solicits Ideas/Diplomatic Cautious/Conservative/Perceptive Risk Adverse	ASSERTIVENESS (Need to Exercise Control Over Others/Situations)	Results Focused/Self-Confident Bold/Competitive/Seeks Challenge Risk Oriented/Visionary	AGGRESSIVI
RESERVED	Technical/Analytical/Factual/Ca® Work Alone Introspective/Straight-Forward Guarded/Cautious	SOCIABILITY (Need to Interact/Influence Others)	Genial/Social/Persuasive/Enthusiastic Draws Ideas Out/Participative Expressive/Talkative	OUTGOIN
FAST-PACED	Seeks Change/Variety Proactive/Busy/Mobile Sense of Urgency/Likes Pressure Broad Range of Activities	PAGE (Need for System and Predictability in their Element	Likes Predictability Systematic/Methodical Focuses on Procedures/Systems Tolerant/Passive Listener	STEADY-PACE
FLEXIBLE	Self-Reliant/Focuses on Big Picture Self-Sufficient/Non-Conformist Generalist/Uninhibited	DETAIL ORIENTATION (Need for Structure, Orderliness/Correctness)	Likes Structure/Focuses on How Specialist/High Skill Level Needs Guidelines	STRUCTURE
-5	4 -3 -2	-1 +1 AVERAGE	+2 +3 +4 INCREASES III	+5
CONSISTENT	Focused Interests Affected by Stressors Lesser Chameleon Ability	BEHAVIORAL ADAPTABILITY (Sustaining Behavioral Change)	Varied Energy/Needs Stimulation Adjusts to Stress High Chameleon Ability	VERSATIL
EMOTIVE	Sensitive/Empathetic Emotion Prevails Tender-Minded	EMOTIVENESS (Level of Sensitivity/Empathy)	Logic Prevails/Rational Yough-Minded	CONTROLLE
CONSERVATIVE	Conventional/Traditional Adaptive/Accepting	(Level of inventiveness)	Inventive/Experimenting Questioning/Unconventional	IMAGINATIV
	1 2 3	4 5 6	7 8 9	10

Perfectionist Traits



ACCOMODATING	•	ASSE	AGGRESSIVE							
RESERVED		SO	OUTGOING							
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The Analyzer Traits



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Adventurer Traits



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CONSERVATIVE	CREATIVITY IMAGINATIVE								
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Coordinator Traits



ACCOMODATING	•	ASSE	AGGRESSIVE						
RESERVED		OUTGO	ING						
FAST-PACED	~	PACE STEADY-PACE							
FLEXIBLE	DE	ETAIL	ORIE	NTAT	N	ST	RUCTUF	RED	
CONSISTENT	BEHAVIOURAL ADAPTABILITY VERSATI							TILE	
EMOTIVE	MOTIVE EMOTIVENESS CONTROLLED								
CONSERVATIVE	CREATIVITY IMAGINATIV							TIVE	
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Adaptive Behaviours

Self Awareness is the first step toward awareness of others

We can't change who we are but we can choose to behave in specific ways.... temporarily.

- Assertiveness
- Social Tendency
- Impatience
- Discipline

Just like a chameleon



Can't change a leopard's spots





Tough Minded Logical & Rational

VS

Sensitive Emotional & Empathetic

Spock



McCoy

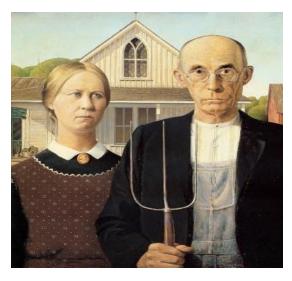


Creativity The Bookkeeper or The Poet

Conventional
Traditional & Accepting
vs

Experimenting Inventive & Questioning

Conservative



Imaginative



Behavioral



Behavior-based interview questions are aimed at discovering a candidate's past "behaviors" in specific situations.

C.A.R.



- Prepare questions in advance
- Questions for each trait
- Question have specific answers
- Tell me about a time when...
- Context
- Action
- Result

Sample Question Formats

Describe a situation in which you were able to successfully...

Describe an example of a when you...

Give me a specific example of a time when you...

Tell me about a time when you had to...

Discuss an important project when you were required to...

What is a typical situation where you... Give me an example.

Tell me about your Best Boss ever... How did that impact you?

Tell me about your Worst Boss ever...

On-Boarding

People don't quit
their job...
They quit their boss!

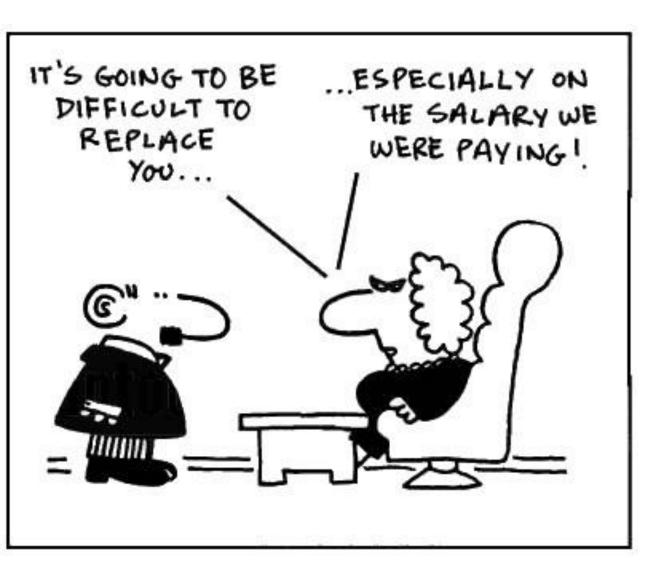
Each organization has its own unique emphasis on different aspects of their on-boarding and orientation process.

What you do is not as important as just doing it.



Turn-over Hurts





40% of all new hires leave within the first year.

60% are no longer employees within 2 years

On-Boarding Check-List



- Greeting
- Introductions
- Desk area
- Payroll forms
- Benefits registration
- Voicemail
- Email set-up
- Computer user
- Passwords
- Training schedule

- User guides
- Job description
- Who-does-what
- Parking
- Policies
- Schedules
- Reviews & feedback
- Keys & access
- Passwords
- Buddy





Letter of Offer

Title
Start Date
Compensation
Prestart instructions

Agreement

- Job description
- Reporting
- Pay cycles
- Vacation leave & pay
- Sick leave
- Hours of work
- Termination notice
- Confidentiality

Employment Agreements



Agreement continued

- Special Compensation
- Probation period
- Non-Competition
- Reference to Benefits
- Copy rights & patents
- Notice of resignation
- Licensing & Certs

Policy addendums

- Human Rights
- Benefits Description
- Violence & Harassment
- Workplace Safety
- Internet use
- Expense reimbursement
- Purchasing authority



Performance Reviews



Frequency

- 1 week
- 1 month
- 3 months
- 6 months
- 1 year
- Annually

Hints

Performance reviews are not compensation reviews

Focus on:

- Activities
- Results
- Learning progress
- Relationships
- Communication
- Ideas and Consensus

Activity Goals



- Specific and meaningful Vague goals produce vague behaviors
- Measurable Measurable

- Attainable Reasonable people pursue the reasonably possible
- Result Oriented Activities must be directly connected to outcomes
- Timely Every goal must have a timeline The shorter the better.

Align your practice

With your life

If I keep doing what I have been doing,

I'll keep getting what I have been getting.



We talked about....

- Why selection matters
- Common hiring mistakes
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Align your practice with your life









Effective Hiring Practices













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In accordance with this policy, We, Mike Lakhani, Chris Molloy, Steve Jones, Stive Farronato, declare that We have no proprietary, financial or other personal interest of any nature or kind in the product, service and/or company that will be discussed or considered during the proposed program except the following:

We are employed by Tax Matters for Dentists

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We are employed by Tax Matters for Dentists

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