

Top Reasons Why Hiring Good is Better than Firing



The Wealthy Dentist

Returns

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

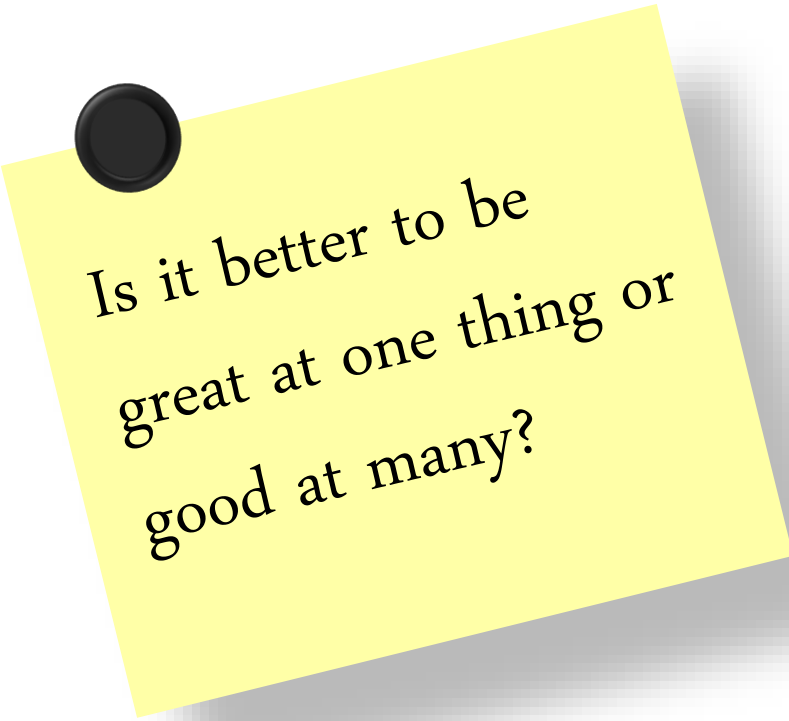
Hint!

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

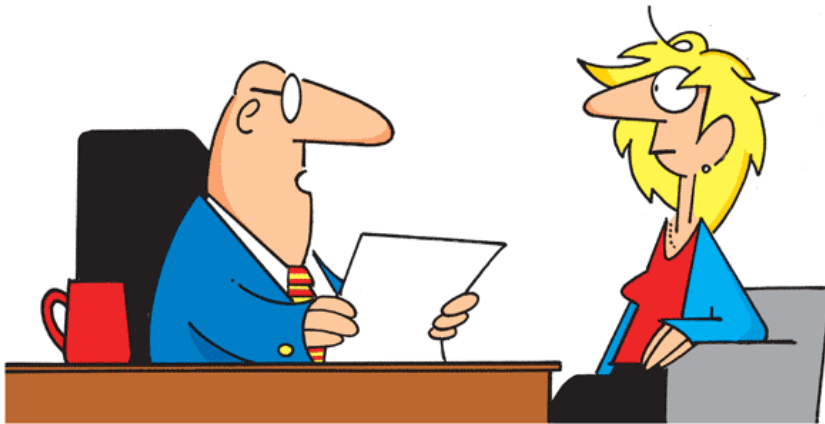
- Convenient Candidates
- Friends & Family
- Friendly & Appearance
- Interview Techniques
- More like Me
- Prohibited Grounds
- Experience Conundrum
- No References

The same
Hint!
Five 3's
3 Candidates
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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

All People can learn
but...
People don't change

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



Talkative &
Friendly ?

Assertive ?

Creative ?

Impatient ?

Competitive ?

Disciplined ?

People Traits

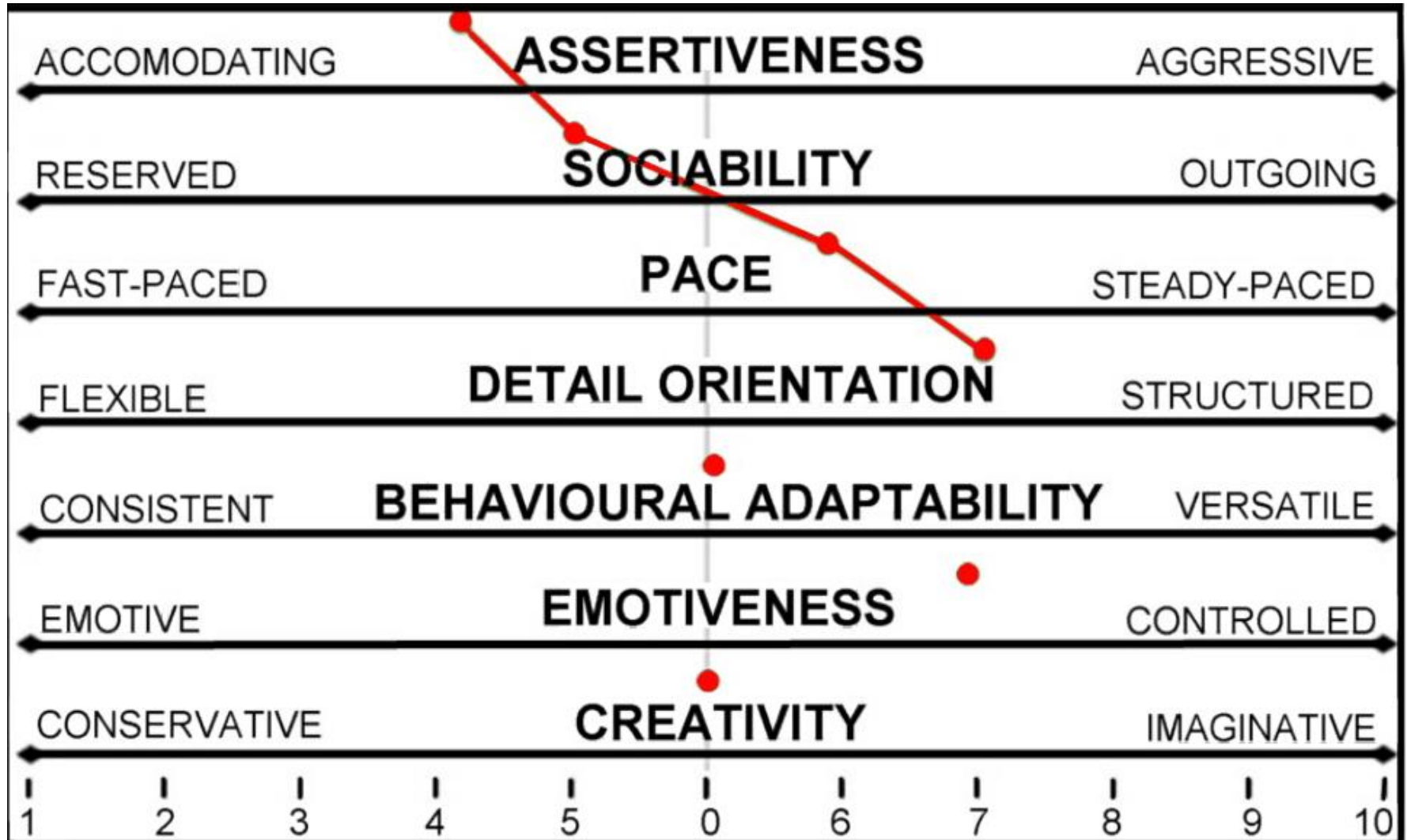
People won't change. Don't waste time trying.

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

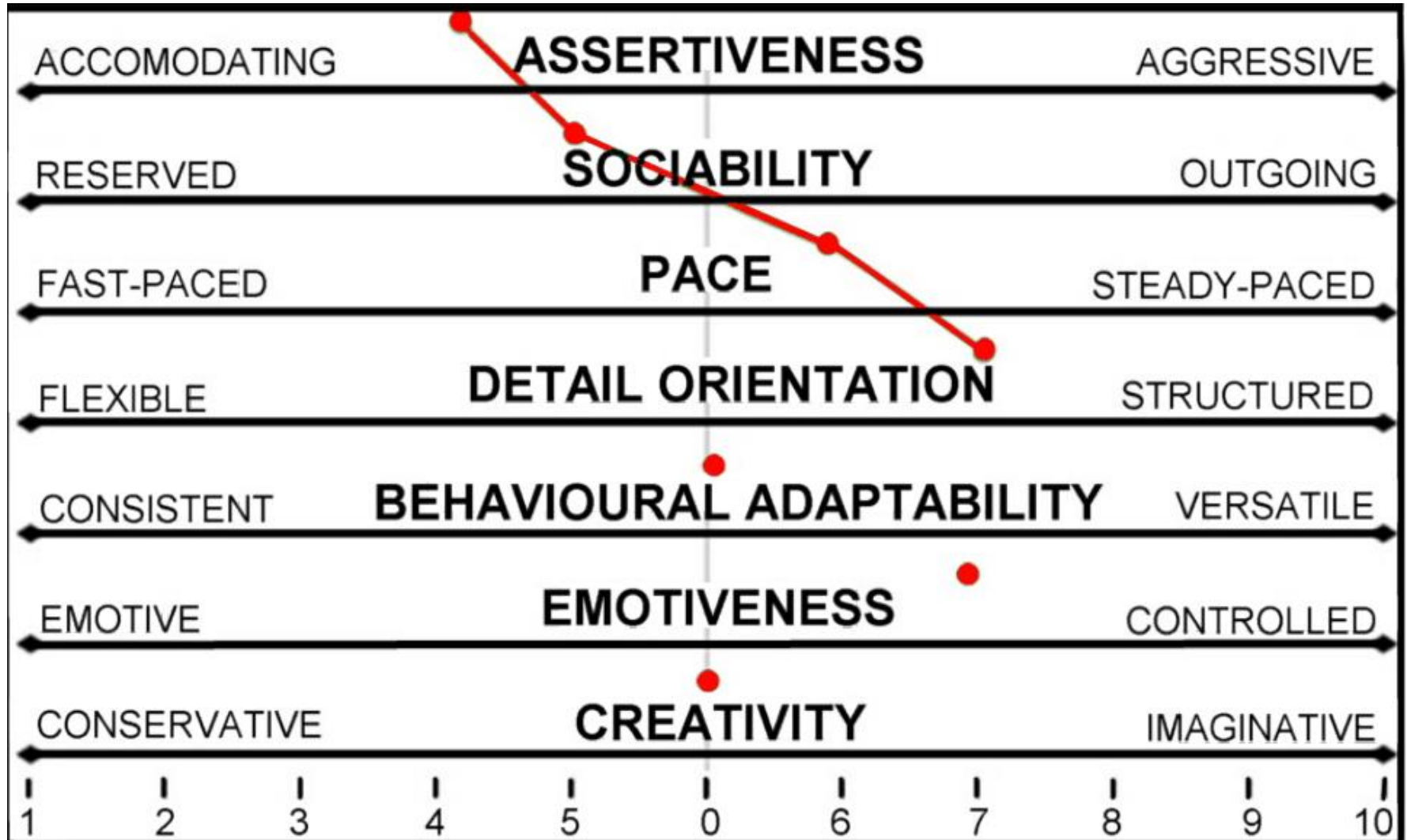
Perfectionist Traits



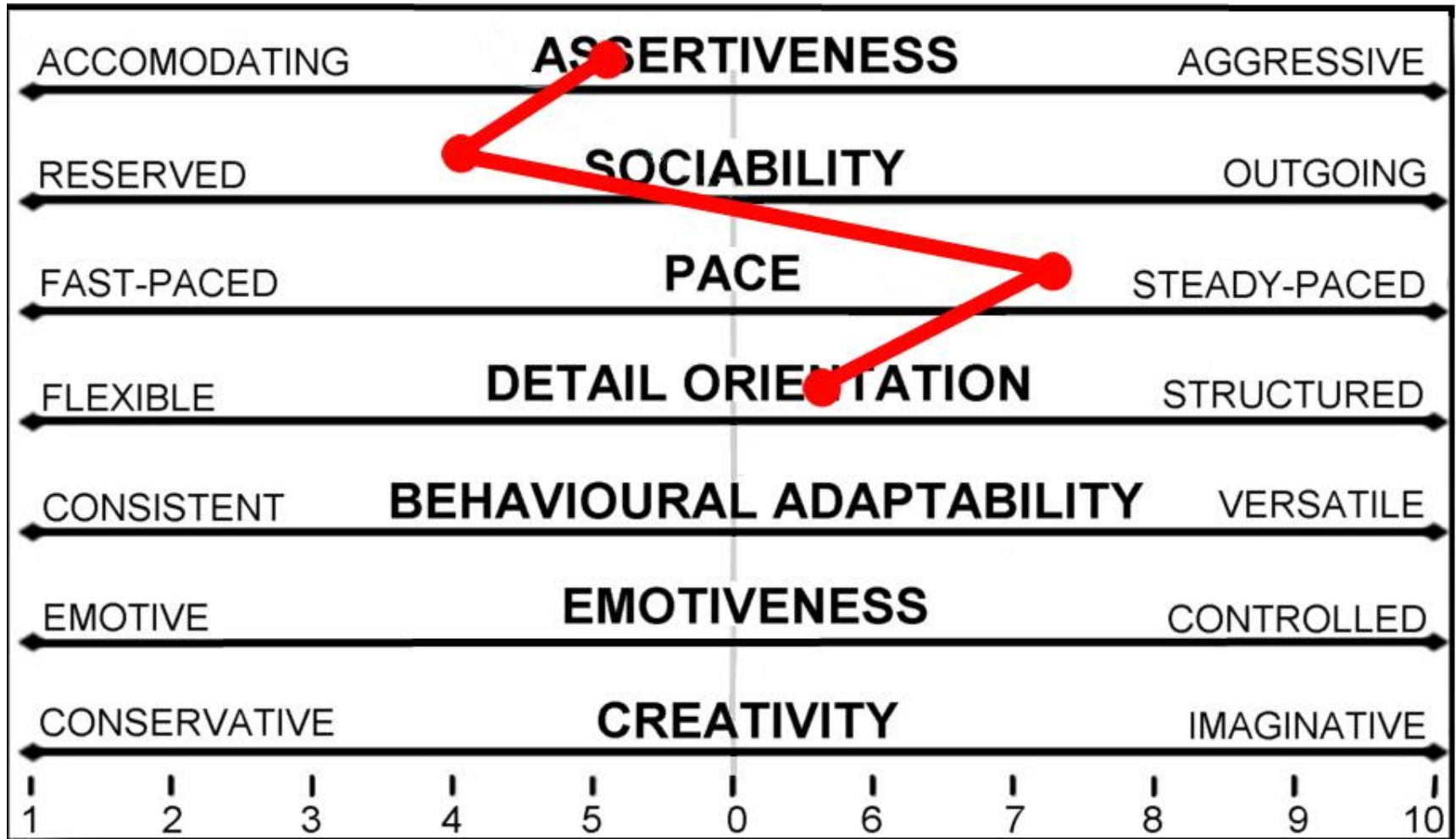
PRO.FILE TRAITS & BEHAVIORS



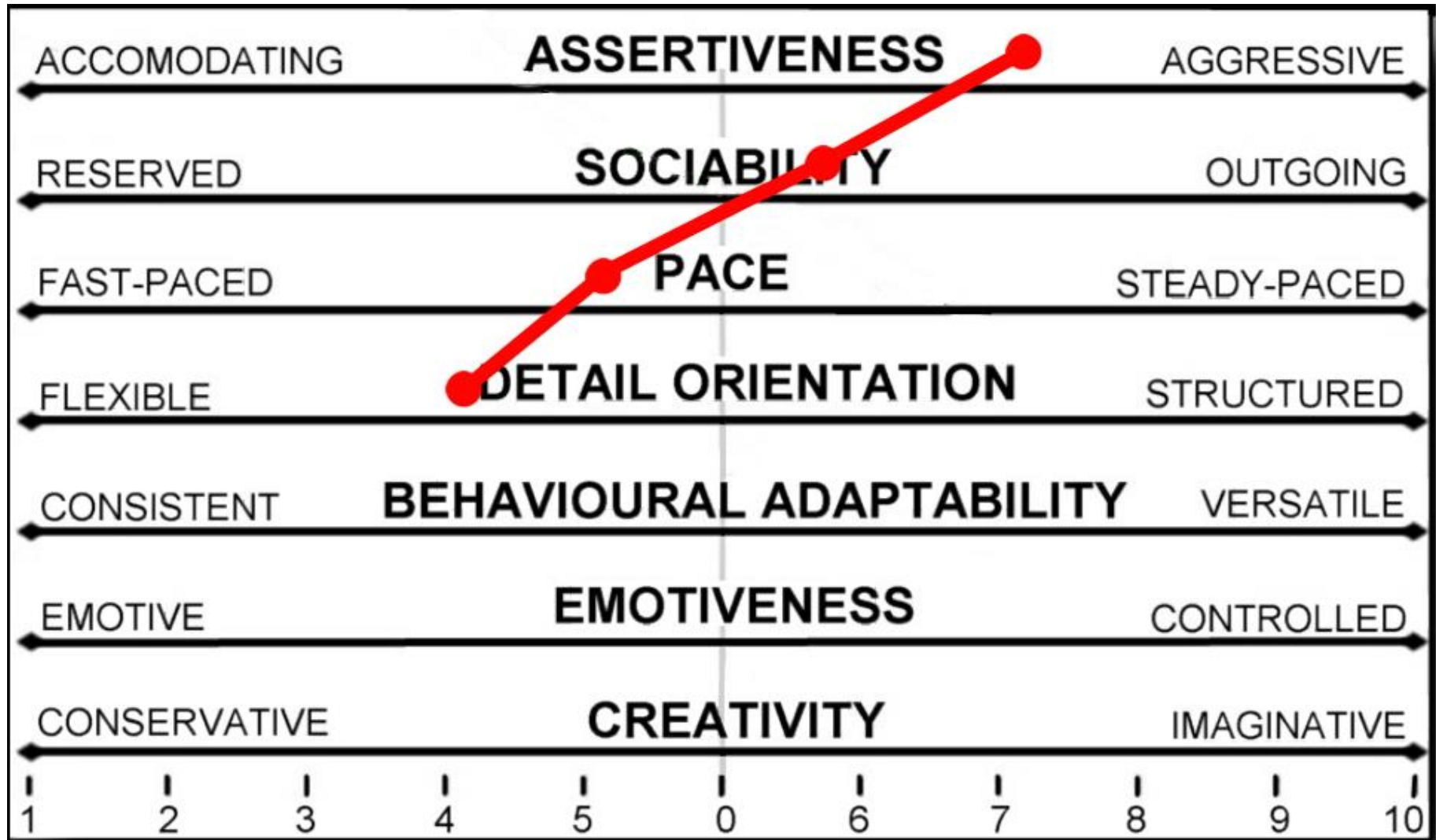
Perfectionist Traits



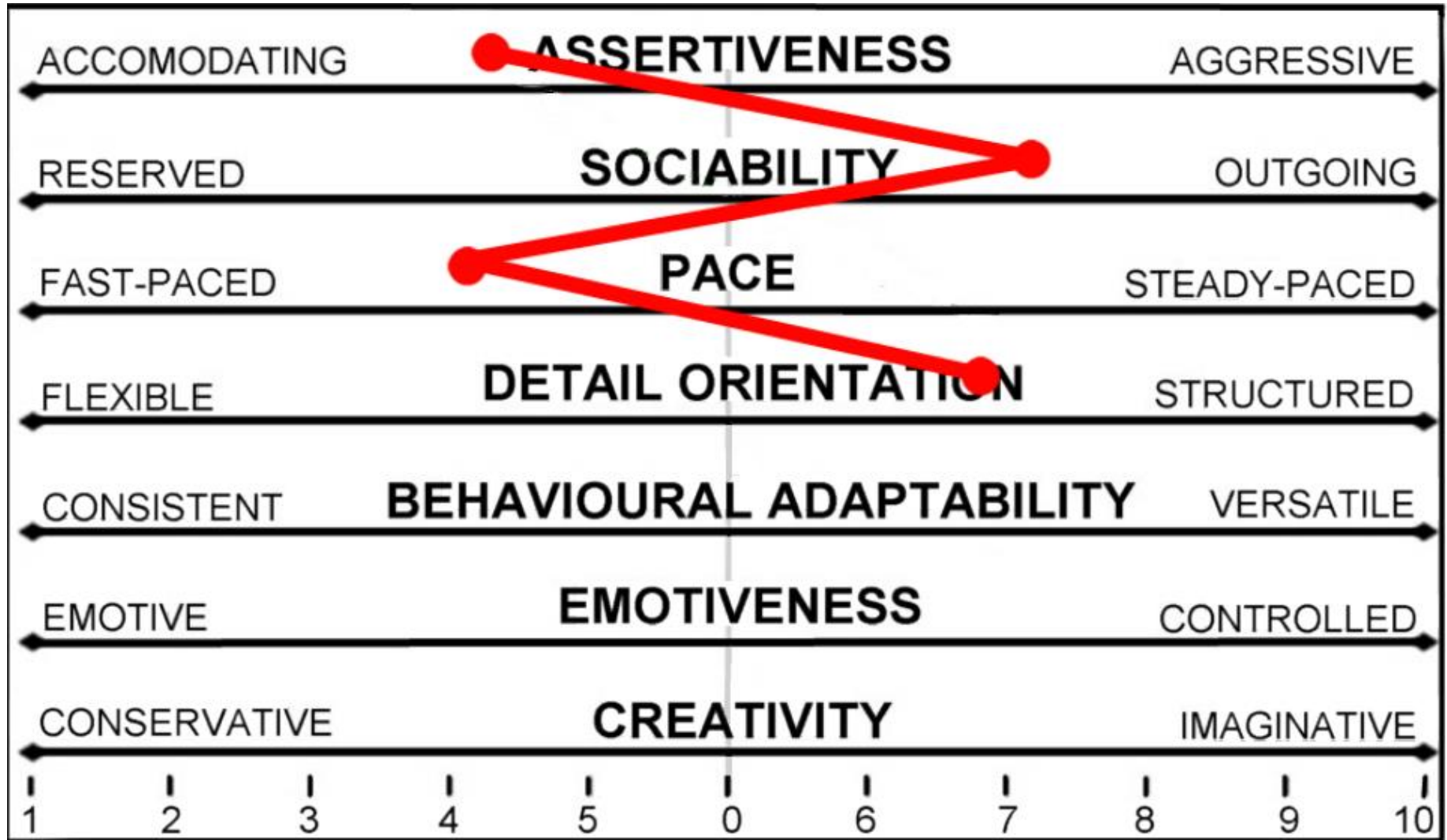
The Analyzer Traits



Adventurer Traits



Coordinator Traits





Trying to Change Me!

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





Venus & Mars

Emotiveness

Tough Minded

Logical & Rational

VS

Sensitive

Emotional & Empathetic

Spock



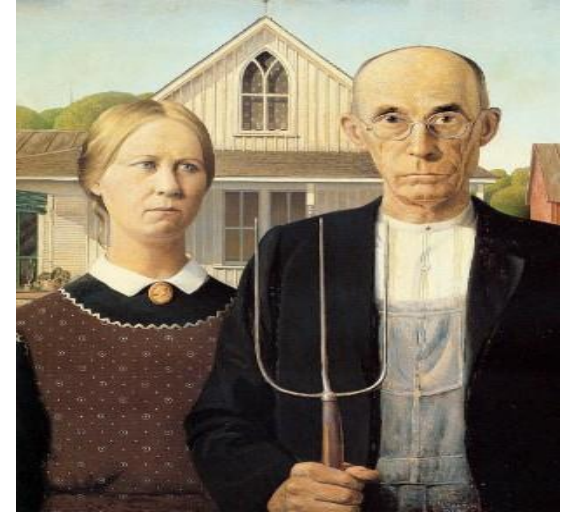
McCoy



Creativity

The Bookkeeper
or
The Poet

Conservative



Conventional
Traditional & Accepting

VS

Experimenting
Inventive & Questioning

Imaginative



Behavioral

Interviews

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
- Questions 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.

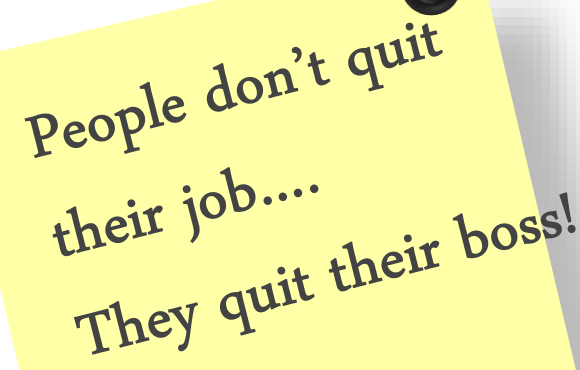
Tell me about your Best Boss ever... How did that impact you?

Tell me about your Worst Boss ever...

On-Boarding

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.



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



Turn-over Hurts

IT'S GOING TO BE
DIFFICULT TO
REPLACE
YOU...

...ESPECIALLY ON
THE SALARY WE
WERE PAYING!



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

Employment Agreements

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

Goals

S Specific and meaningful - Vague goals produce vague behaviors

M Measurable

A Attainable – Reasonable people pursue the reasonably possible

R Result Oriented – Activities must be directly connected to outcomes

T 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
- Human resources 101
- Predominant personality traits
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- Performance Reviews
- Q&A

Q



A



Effective Hiring Practices



CONFLICT OF INTEREST STATEMENT

It is the policy of the Ontario Dental Association that all practice-related speakers at any program sponsored by the Ontario Dental Association shall complete a conflict of interest statement regarding any interest in a company or a product related to the program as a part of the Speaker's Agreement with the Ontario Dental Association. Further, any portion of the following information can be shared with the membership and/or attendees to gain perspective of the program.

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*

We declare that we have **no proprietary, financial or other personal interest** of any nature or kind in any firm beneficially associated with any product and/or service that will be discussed or considered during the proposed program except the following:

- *We are employed by Tax Matters for Dentists*

We declare that we have no past or present financial interest, consulting position or other involvement of any nature or kind related to the program that could give rise to even a suspicion of a conflict of interest, except the following:

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