

# RECRUITING

*Best of  
the Best!!*

**5** *To  
Success!*  
**Stages**

## Introduction: RECRUITING FOR 'INTELLIGENCE'

<i>Success = IQ + EQ</i> .....	1
<i>Avoid Costly Hiring Errors</i> .....	1
<i>Invest the Time</i> .....	2
<i>New Paradigm: The EQ Difference</i> .....	2
<i>Past Performance Predicts Future Performance</i> .....	2
<i>C.A.R. Complete Picture</i> .....	3
<i>EQ Framework</i> .....	4
<i>Your Successful Approach</i> .....	4
<i>Retention: The Next Challenge</i> .....	5

## Stage **1** PREPARING FOR SUCCESS

<i>Preview Existing Job Requirements</i> .....	6
<i>Identify Role 'Key Success Factors'</i> .....	6
<i>Educational Requirements</i> .....	7
<i>Behavioral Characteristics</i> .....	7
<i>Job Advertisement</i> .....	7
<i>Interview Questions</i> .....	7

## Stage **2** POWERFUL INTERVIEW QUESTIONS

<i>'Traditional' Questions</i> .....	9
<i>'Competency, Behavioral, Situational' Questions</i> .....	10
<i>Interviewing Approach - C.A.R.</i> .....	11
<i>Optional Bizarre Questions</i> .....	12

## Stage 3 IDENTIFYING EXCEPTIONAL TALENT

<i>Hiring Success = Identifying ‘How’ They Are SMART</i> .....	15
<i>Identifying Superior Talent</i> .....	16
<i>Personality Assessments</i> .....	17
<i>Understanding Talents</i> .....	17
<i>Multiple Intelligence Thinking Style Model (MITS)</i> .....	18
<i>Talent Clues</i> .....	20

## Stage 4 SUCCESSFUL CANDIDATE INTERVIEWS

<i>Corporate Image</i> .....	22
<i>The Objective</i> .....	22
<i>Interview Phases: Initial Screening; Telephone Interview; Personal Meeting</i> .....	23
<i>Face-to-Face Interviews</i> .....	24
<i>Win Their ‘Brain’</i> .....	24
<i>Building Rapport</i> .....	25
<i>Body Language</i> .....	26
<i>Candidate Emotional Feelings - S.C.A.R.F.</i> .....	27
<i>Their Questions</i> .....	29
<i>End the Interview</i> .....	30
<i>Evaluate the Candidate</i> .....	30
<i>Evaluate Your Performance</i> .....	31

## Stage 5 ONBOARDING EMPLOYEES

<i>On-Boarding Benefits</i> .....	33
<i>Management Challenges</i> .....	33
<i>Branding the Program</i> .....	34
<i>Orientation vs .On-Boarding</i> .....	34
<i>Pre-Boarding Process</i> .....	34
<i>On-Boarding Mentor</i> .....	35
<i>On-Boarding Program</i> .....	35
<i>New Employee Underperforms</i> .....	36
<i>Performance Conversation</i> .....	37

**APPENDIX A:** 100+ Powerful Questions

**APPENDIX B:** Candidate Evaluation Template

**NOTES**