
Do you understand the Hiring Manager?

The Breakfast Club NJ
Saturday, June 13, 2009

The thoughts going through the hiring manager's mind

- I take no pleasure in this selection process
- One more thing added to my “to-do list”
- I am somewhat insecure in interviewing
- A few past hires disappointed me
- I have to submit to the other interviewing team-member's opinion

The thoughts going through the hiring manager's mind

- It is my reputation at stake if it does not work out
- It is a long process and I needed the replacement “yesterday”!
- The change is upsetting the status-quo. There is a risk involved but also a potential benefit

The Hiring Manager – this is not about you but about MY needs

- 1.) Why should I want to interview you?
- 2.) What can you do for me?
- 2.) How can you fill this job effectively?

What is the Hiring Manager's criteria for hiring?

(A high level overview)

- 1.) Are you particularly good at what I need done? (skills)
 - As told by a third party!!
- 2.) Do you “fit” into my organization? (soft skills)
 - Searching for clues about the candidate

Searching for clues about the candidate

- Work related values
 - Customer service
 - Ability to generate savings, innovate, lead
- Work style
 - Hours you expect to work
 - Open door policy
 - Competitive
 - How serious are you about the job
 - How loyal

Searching for clues about the candidate

- Image
 - Your looks
 - First impression
- Personality
 - Can get along
 - Honest
 - Good communicator
- Can we afford you?
 - Are you flexible
 - Are you willing to work with us on the money issue

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Searching for clues about the candidate

- Other
 - ❑ Anticipate what will others say about you?
 - ❑ Will your future team members accept you
 - ❑ Are we aligned ideologically?
 - ❑ Will you be one of my supporters in 6 months from now?
 - ❑ Is there anything in your background that I must know

What is the Hiring Manager's criteria for hiring?

- 3.) **Are you committed?**
 - ❑ Will you stick around
 - ❑ Can you stand the pressure
 - ❑ How badly do you want the job
 - ❑ How enthusiastic are you about the prospect
 - ❑ Do you understand what you are getting into
 - ❑ Does this fit your future career path
 - ❑ Could you easily move into other roles
 - ❑ Finding this company was deliberate or coincidental

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The Hiring Decision Making Process

- Companies see in a new hire an investment
 - It better be good
 - Will it grow
- What is the candidate expecting?
 - A systematic process
 - Careful and deliberate
 - A fair and efficient process
 - Clear, upfront and open communication

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The Hiring Decision Making Process

- What is happening in reality
 - ❑ Slow process and random at times
 - ❑ Disorganized and not fair
 - ❑ Often encountering incompetent “players”
 - ❑ Ambiguous and not honest communication
 - ❑ At times no-communication

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How Companies Collect and Process Information on Candidates

- Informal - recommendations, casual
- Complex process – screening, phone interviews, multiple interviews, on several levels and several sites
- Resume
 - Carefully studied
 - Cover letter

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How Companies Collect and Process Information on Candidates

- Interview
 - One on one
 - Group, panel, serial
 - Interviewer – from very professional to incompetent
 - Meeting with C-level managers, hiring manager, peers, subordinates
 - Friendly, stress-interviews, intimidating, embarrassing
 - Easy questions, behavior-based, situational
 - Location – office, cubicle, lobby, conference room, cafeteria, off-site, over the phone
 - Formal, informal, over a meal, possibly inviting spouse

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How Companies Collect and Process Information on Candidates

- Behavior Observation
 - ❑ Viewing you through your overall interaction
 - ❑ Professionalism, courtesy, manners
 - ❑ Skills testing
 - ❑ Communication

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How Companies Collect and Process Information on Candidates

- Candidate Evaluation
 - ❑ Analytical via scores for comparison
 - ❑ Intuition – based on past experience
 - ❑ Elitist-pedigree, past employers, Ivy League college
 - ❑ Social status – country club
 - ❑ Personal references, an insider connection
 - ❑ Quick decision – a warm body

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How Companies Collect and Process Information on Candidates

- ❑ Internal hire – posting the job
 - They know the ropes
 - Known quantity
 - Disadvantage – no fresh ideas
- ❑ Nepotism – family members
- ❑ Converting a job to temp for a trial period
- ❑ Outsource the position

Questions & Answers

If you have any questions that you want to ask me in private do not hesitate to contact me

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