



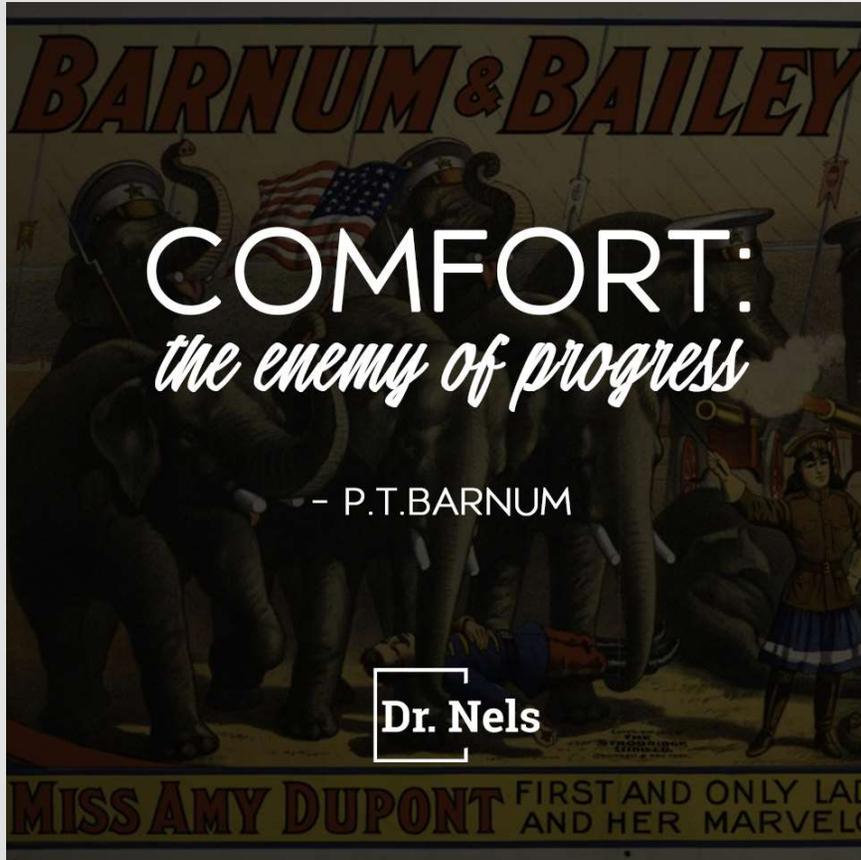
# The Hiring Process: No One Teaches Us This

*The process learned through many failures!*

And a Few Simple Strategies to  
Retaining Our Rockstars

*Dr. Nels*



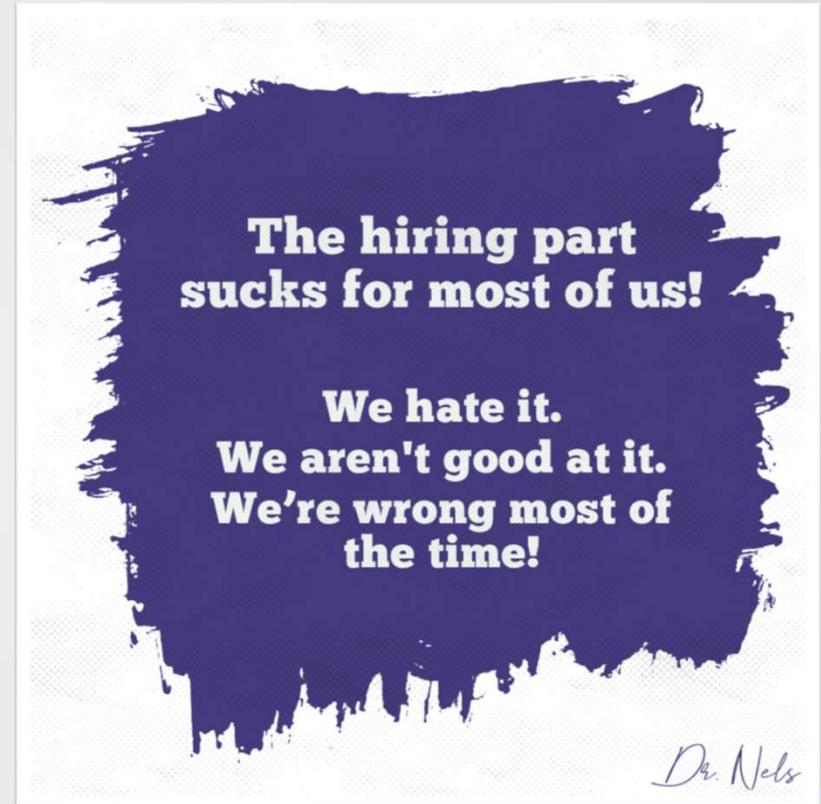


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# Key Points of This Discussion:

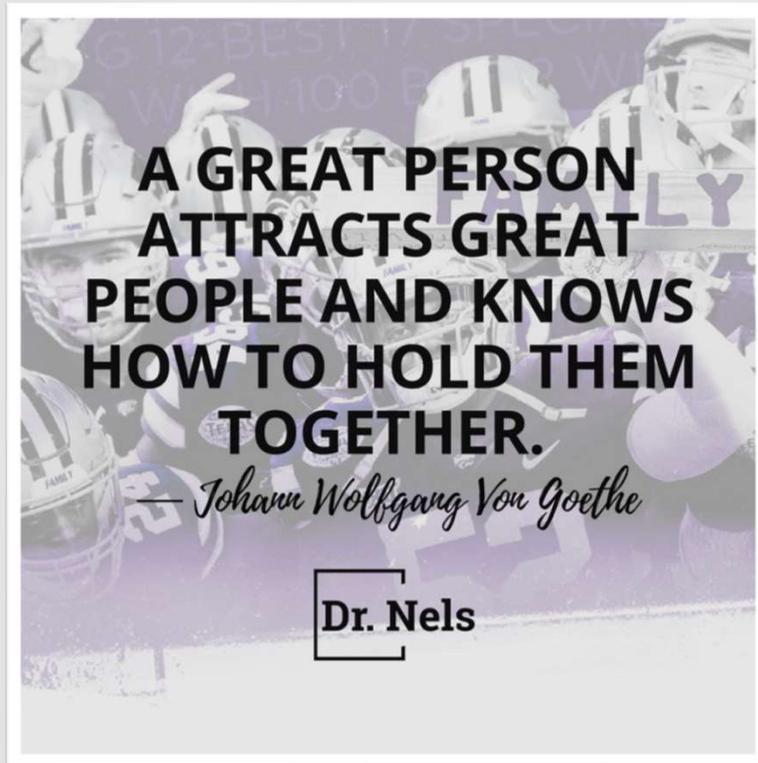
- How to Find Rockstars
- Interview Process
- Post Interview Process
- Post Hire Process
- Firing Process
- Top Mistakes to Avoid



*Dr. Nels*



## Pre Interview Process – It's 365/24/7



Creating a contagious culture - Be a magnet for people better than you!

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# Pre-Interview - The Specifics

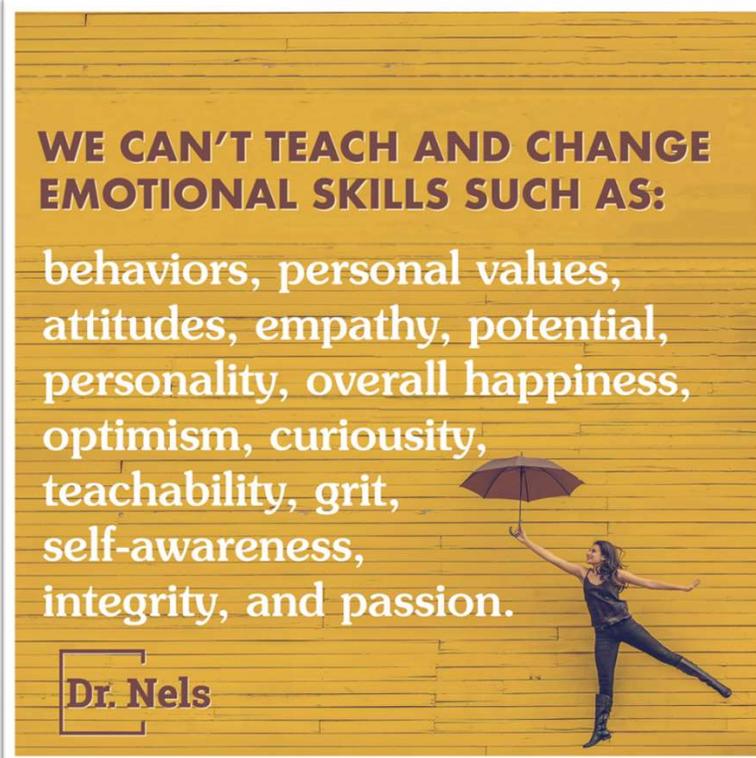
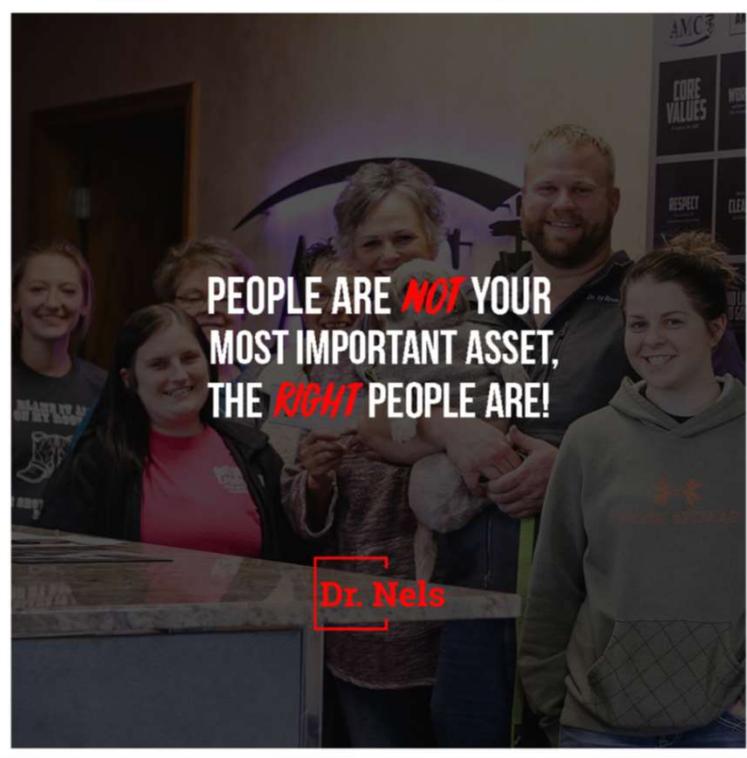
- Pay your team members for referrals.
- Word of mouth references from your believers.
- Advertising via all avenues you choose.

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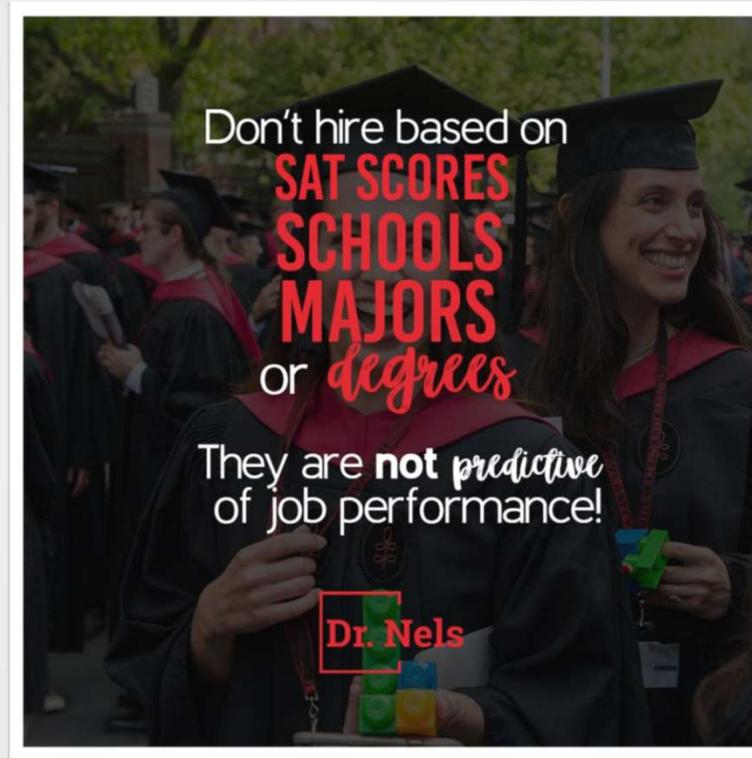
# The Interview Process

The #1 Goal – *We are hiring for culture fit!*



*Dr. Nels*





## Do at least 3-4 interviews!

And in the process, always looking for *red flags*.

### First Interview –

Main goal is to let them know what your organization is like and your culture, core values, and expectations. Mission, who you are, your purpose, and your why.

*Dr. Nels*

IT IS VERY EASY  
TO TELL PEOPLE  
**WHAT WE DO** AND  
**HOW WE DO IT**,  
BUT IT IS MUCH  
MORE DIFFICULT  
TO TELL PEOPLE  
**WHY WE DO IT.**

*Dr. Nels*

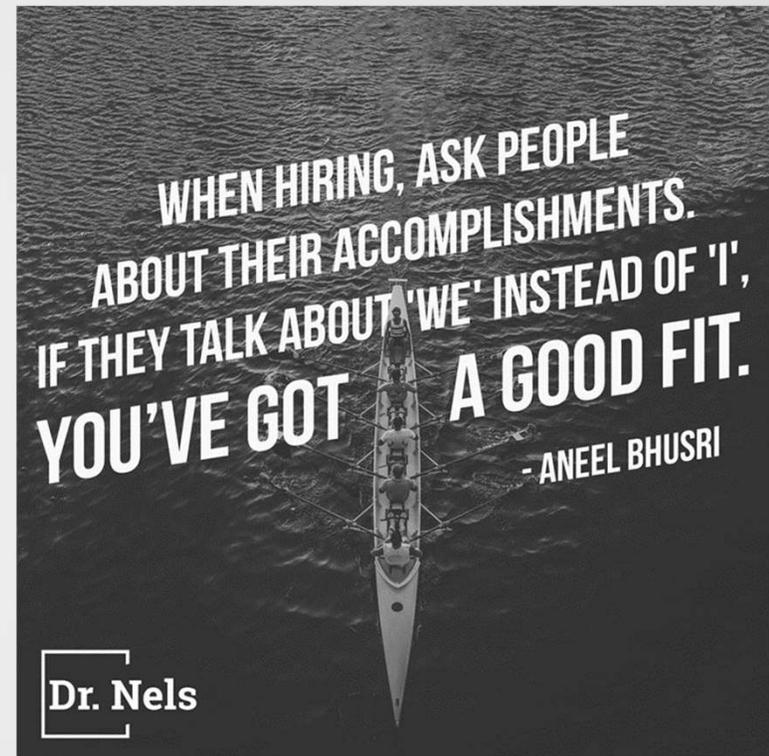


## Second Interview –

This is an interview strictly to try and find out who these people are.

- We do so through casual conversation.
- We must make them feel comfortable in the conversation so they just talk.
- We do this not by sitting across from the desk but in a circle or an open room. The circle is filled with people just having conversation.
- We want to know about them, their family.
- We want to know what interested them about us and the job or organization.
- What accomplishments they have in life and previous jobs.

*Dr. Nels*



**Dive Deeper –  
Don't be afraid!**

*We are looking to  
really “peel the apple!”*

## **PURPOSEFUL INTERVIEW QUESTIONS**

**Where do you want to be and why?**

**What is a common misconception about you, and why?**

**What skills and behaviors are essential for success?**

**What drives you?**

**What are your 3 biggest mistakes in life?**

**Strengths/weaknesses in Humble, Hungry, and Smart?**

**Tell me about the best and worst boss you've ever had.**

**What are your passions?**

**Dr. Nels**

*Dr. Nels*



## *Interview Questions*

**WHAT DRIVES YOU?**

**WHAT ARE YOUR 3  
BIGGEST MISTAKES IN LIFE?**

**STRENGTHS & WEAKNESSES  
IN HUMBLE, HUNGRY AND SMART?**

**TELL ME ABOUT YOUR BEST  
BOSS & THE WORST?**

**YOUR PASSION?**

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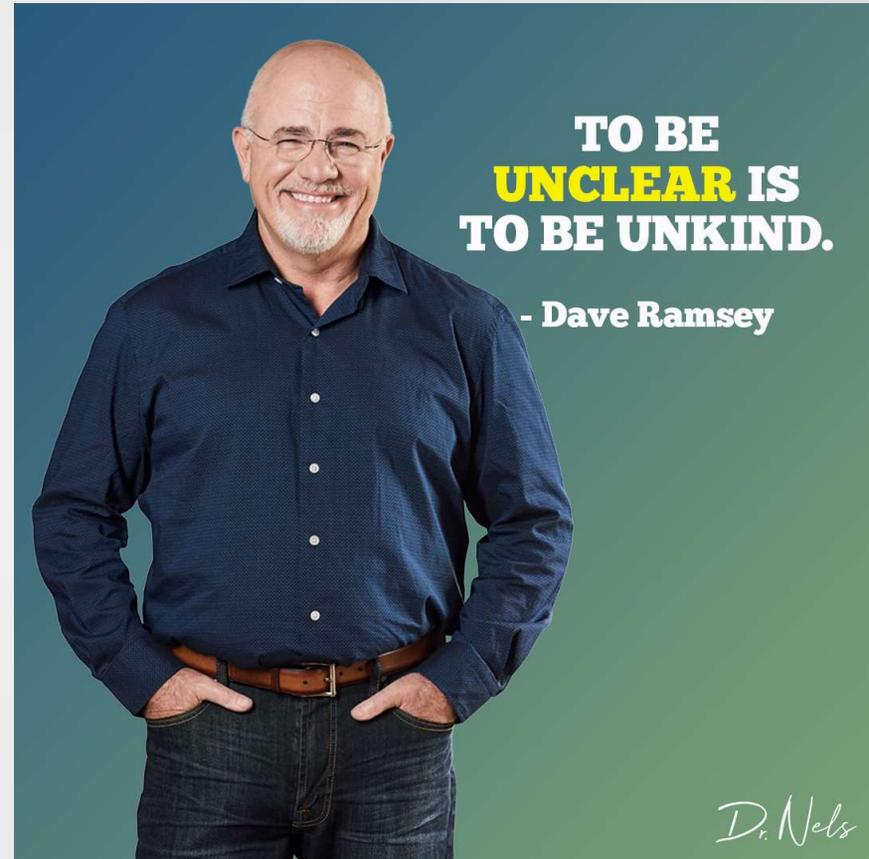
*Dr. Nels*



## Third Interview –

The goal is to figure out how serious they are about joining your team.

- The job here is to line out the very specific expectations of the job, and evaluate if they meet them.
- Working interview – we allow all team members to work with them so that each team member has a say in the process, and gets a read on them.



*Dr. Nels*



Fourth Interview –  
Working interview.

We must spend time  
with them to stop the  
**SHOW**  
Allow them to let  
their guard down,  
*and find out*  
***who they really are.***

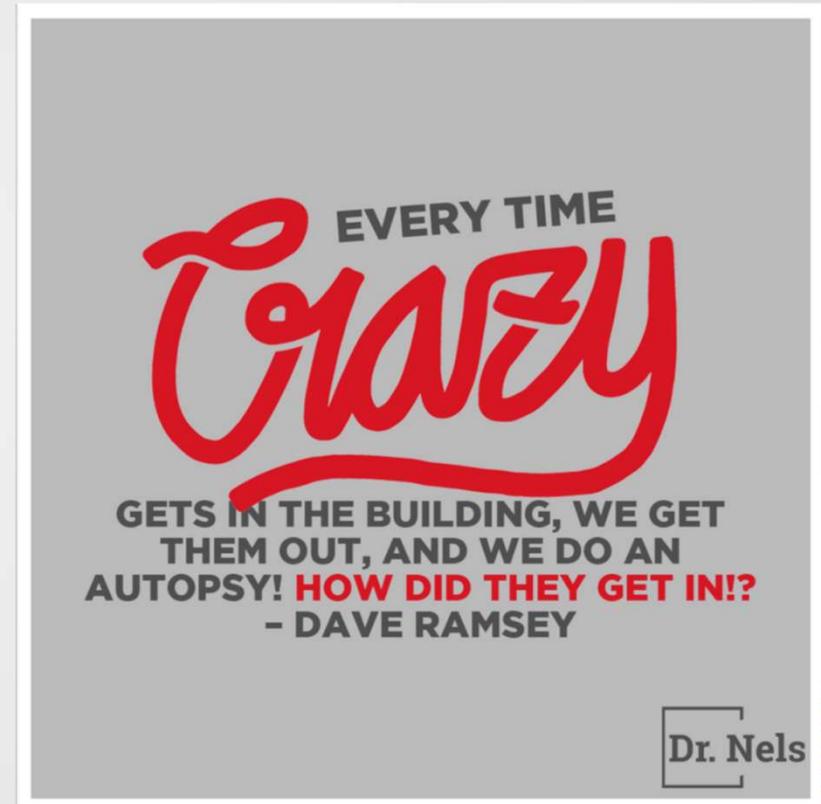
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## Hires To Avoid

We must not hire crazy and drama and complainers.



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## Post Interview Process

- Full team meeting to share notes, thoughts, key points of everyone's interview process and any red flags.
- Can this person fit and thrive in our culture?
- Will your people enjoy working with them?

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## Post Hiring Process

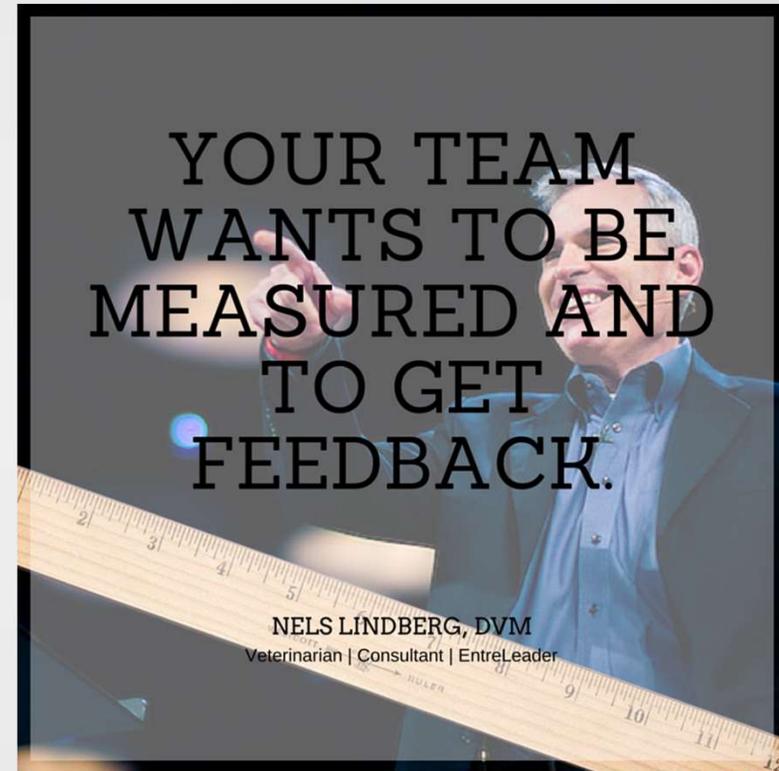
- Welcome BBQ or Lunch
- It's moving day, have lunch delivered.
- House warming gift, flowers, décor.
- Introduce them to other rockstars with your values and morals.

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# Follow Up and Feedback

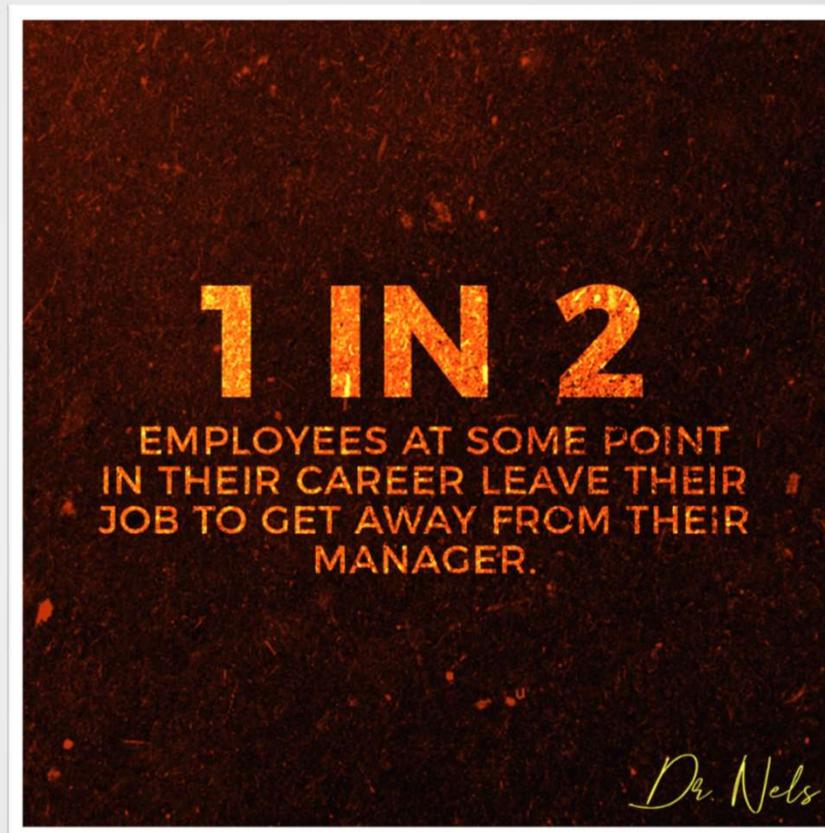
- Do routine check-ins daily or every other day. Just do them!
- Coaching and not grading.
- Continue to define expectations with clarity.



*Dr. Nels*



And Remember...



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**82%**

**OF MANAGERS  
AREN'T VERY GOOD  
AT LEADING PEOPLE  
AS RATED BY THEIR  
EMPLOYEES.**

2016 GALLUP POLL OF 35,000 LEADERS

*Dr. Nels*

*Dr. Nels*



*Dr. Nels*

**THE CULTURE OF KNOWING HOW  
HUMAN BEINGS WANT TO BE  
TREATED IS A "SECRET SAUCE."  
TOO MANY PEOPLE WHO ARE  
INTELLECTUALLY SELF IMPRESSED,  
FAIL OR REFUSE TO ACKNOWLEDGE  
THAT, BECAUSE IT SEEMS TOO SIMPLE.**

**- PATRICK LENCIONI**

*Dr. Nels*



# Top Hiring Mistakes to Avoid

- Not taking enough time to recruit, investigate and communicate about the open position. We typically do not do enough interviews.
- Not researching the person on Google, social media, and other online resources. Look up anything possible on the person to see what you can find.
- Hiring out of urgency rather than planning. Abruptly hiring now when we should have started the process six months ago.

*Dr. Nels*



# Top Hiring Mistakes to Avoid

- Making the interview process too formal and too uncomfortable for the candidate to truly open up as to who they are. The best interviews are not done across a desk.
- Not conducting spousal interviews.
- Not briefing with all those involved in the interview process to compare notes, observations and behaviors.

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## Grow Yourself What Is Your Leadership Growth Plan?



*Dr. Nels*



## Grow Them - Your Plan For Your Team To Grow

Success is all about growing yourself. When you become a leader, success is all about growing others.



*Dr. Nels*



Ignoring creates more conflict.

Delaying conversations creates bad feelings, and allows the devil to wander in our mind!

Embrace conflict.



*Dr. Nels*





## Setting the tone - Creating Healthy Conflict

Focus on the truth,  
what's best,  
commonalities, and  
solutions – and not the  
performer.

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**Own Your Mistakes!**

Two words you say when you  
make a mistake, you say,

**I'm Sorry!**

Dr. Nels

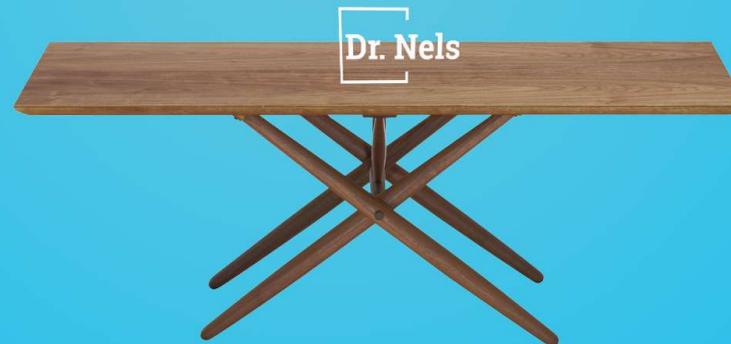
*Dr. Nels*



Setting aside our ego - Be humble and let everyone dissect the idea to make the idea better.

**WHEN YOU BRING A GOOD THOUGHT TO THE  
TABLE WITH GOOD THINKERS, THEY WILL  
ALWAYS MAKE YOUR THOUGHT BETTER.**

**- JOHN MAXWELL**



*Dr. Nels*



Teamwork starts with WE!



*Dr. Nels*





## 5 ENEMIES OF UNITY

**POOR COMMUNICATION, GOSSIP, UNRESOLVED  
DISAGREEMENTS, LACK OF SHARED PURPOSE,  
SANCTIONED INCOMPETENCE.**

— DAVE RAMSEY

*Dr. Nels*



There are two approaches to Leadership as Leaders -



VS.



**Those that inspire.**

**Those that rule out of fear.**

*Dr. Nels*

