

Talent Selection: Lessons from the Chaise Lounge

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About Daniel

Married to Katrina and father to Charlotte (14 mos.). Huntsville native recently returned. Baseball fanatic and mediocre guitar player. Interested in why people do what they do and how businesses can get them to do more of what is good for business in a way that is personally meaningful.

What does this shrink know?



- Better marketing and recruitment strategies
- Interview strategies that dig more deeply
- A view that is separate enough from mainstream HR that it adds value

Spreading the Word





1959 Experiment

Women made to read humiliating passages were more pleased with group membership.



Create Barriers



- One of six “Weapons of Influence”
- Fact: People want what they cannot (easily) have
- Emphasize how your job is a “catch”
- Require cover letters addressing specific skills, etc...
- Omit this step if seeking the coveted “lazy” demographic

Spot the Headline

- Lost: Tripod in a Sewer
- Looking for a beard mentor
- Litter box cleaning for pancakes
- Free stuffed walrus head
- To the misinformed animal rights activist who liberated my chickens
- For sale: World's most uncomfortable saddle

Go Where Winners Go

- The quality of your advertising will reflect the quality of your applicant pool
- Threatened by felon
- What are professional “meeting places” specific to the desired posting?
- Be targeted! Professional forums, LinkedIn groups, word of mouth from SME’s, etc...
- Look for groups with barriers to entry



Raise your hand...

...if you don't get along well with others, have poor written and oral communication skills, lack attention to detail, and lack the willingness to give 110 percent.

Be Specific

- Create a profile for success-make it measurable and actionable
- Set minimum acceptable standards-toss others
- Work backward and determine “what it will look like”
- E.g., Advanced communication skills and attention to detail means that all those with typos or poorly worded resumes will be excluded from consideration.
- Vague standards allow room for rater bias

Want this job?

A quickly growing educational services company is looking for a Texas Director of SES (Supplemental Educational Services). Under the "No Child Left Behind Act" low income students are given the opportunity to participate in tutoring programs at no cost to the parent.

□□ We are currently looking for a highly motivated individual to develop contacts with eligible schools and manage programs throughout the state of Texas. Productivity will be based on the ability of the individual to enroll students in the programs, efficiently manage each program, and ensuring that all documentation is properly reported to stakeholders. Experience with SES is preferred, but not necessary. □□ The individual will be responsible for:

- Student confidentiality in accordance with FERPA.
- Managing program leaders and other individuals required to meet company goals.
- Developing contacts throughout the state of Texas to increase the company's presence.
- Student confidentiality in accordance with FERPA.

What about this job?

- Hi, my name is Jasmine, but most people call me "Jazzy" (without my consent). I am originally from Los Angeles, but moved back to Alabama from Miami. I enjoy softball, daydreaming, telling corny jokes, visiting historic sites, teaching, as well as learning and sharing "odd facts" that no one knows or seems to care about.
- My primary job at Appleton is creating curriculum for multiple states, quality control of tutors, researching new trends in education and the "best practices" of education. My primary goal is to ensure that all children receive the best supplemental education possible, to reach all and to teach all.
- I love working for Appleton Learning because I indirectly reach an infinite number of students and make a direct impact on their future. My name is Jasmine Williams, I am an educator, I'm random, I'm an optimist, I'm a football fan, and I'm an Appleton Employee.



One company, two approaches



Advertise Culture

How do cultural norms live in potential hires?

Ensuring cultural fit promotes longevity.

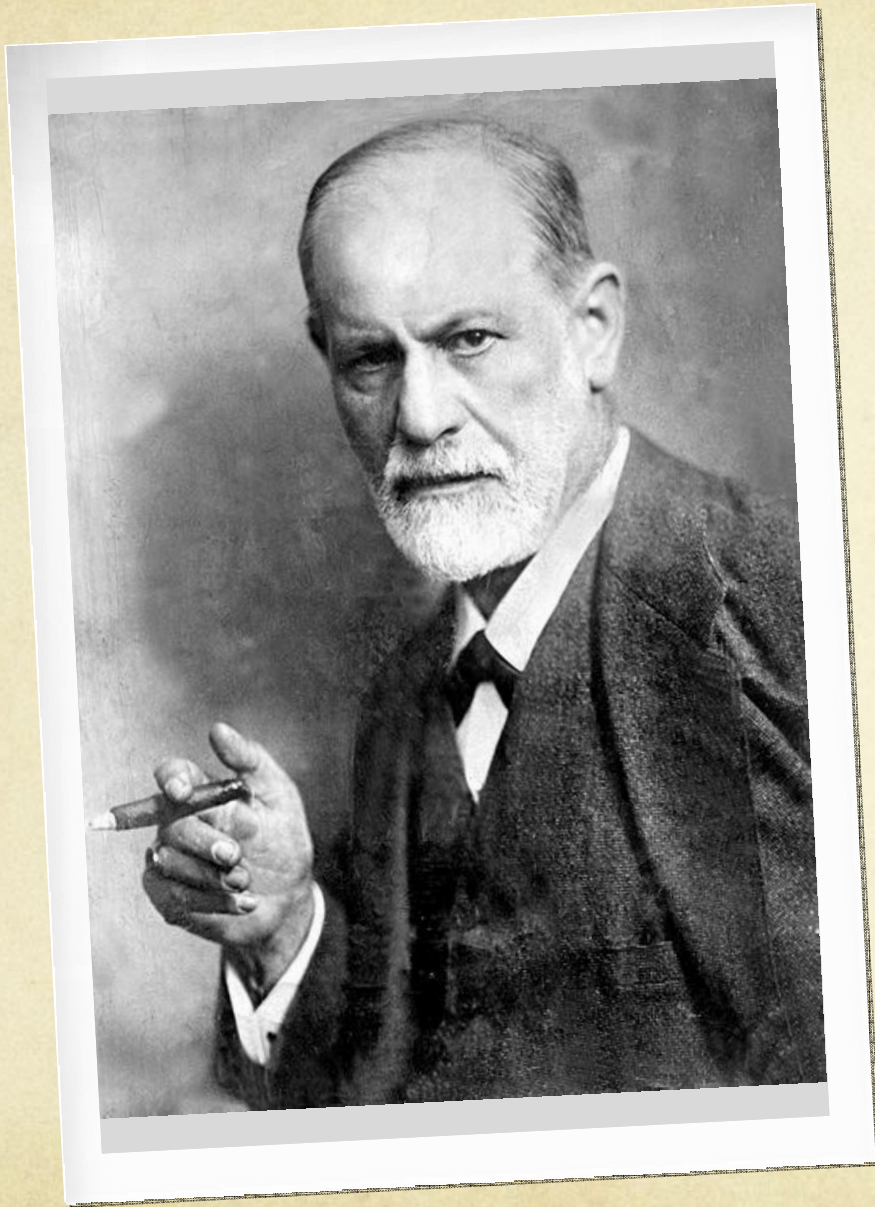
Differentiate actual from aspirational culture.

If it doesn't turn some people off, you did it wrong.



Interviewing





Sometimes a cigar...

...is a really big thing that you may be missing because you think that data collection starts when the interview does.

It's All Data



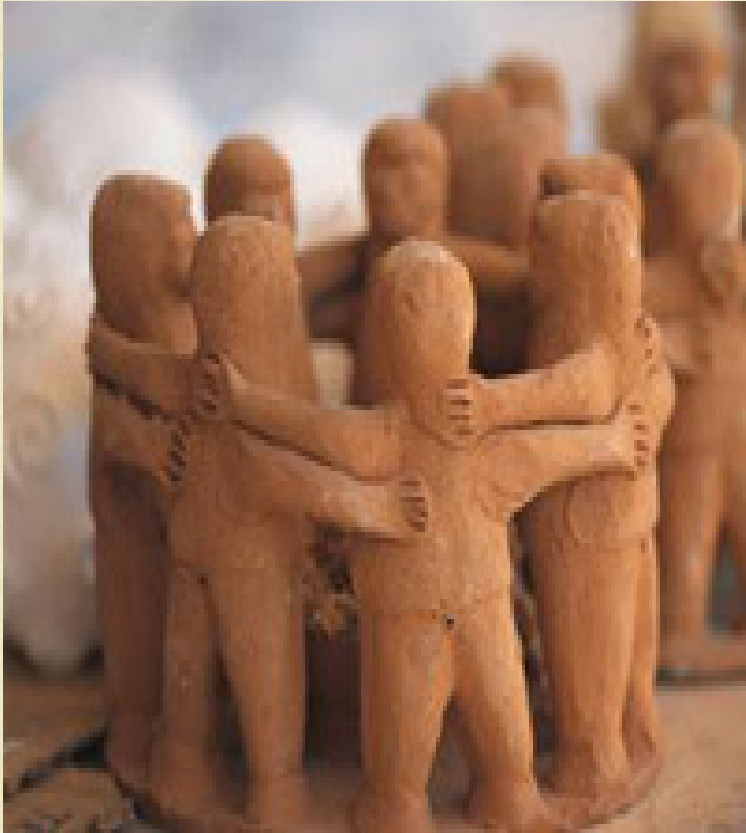
- Email correspondence
- Resume
- Reading habits
- Arrival time
- Interaction with office personnel
- Body language
- Parenthetical comments
- Emergent patterns

Become a Brand Detective



- People want little more than to be understood
- To this end, each of us brands ourselves
- What might I be saying by my beard? Suit? Hair? Bracelet? Shoes?
- Consider the person to your right. 3 things!
- How does their brand fit the role?

People Power



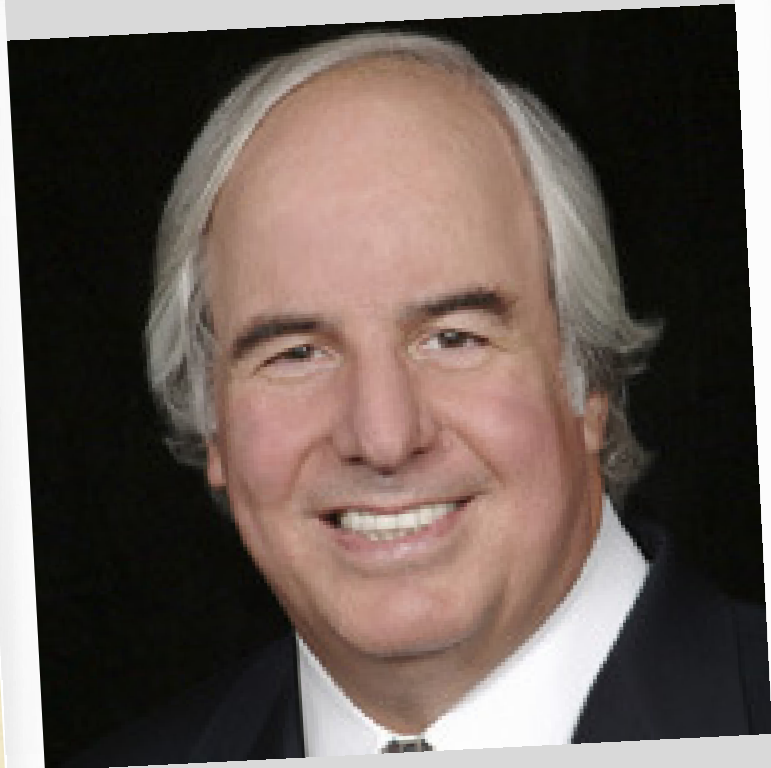
- “Last competitive advantage” – Patrick Lencioni
- Don’t interview in a vacuum – that’s not where they work
- Here and now – how is rapport?
- Ask opinions at all organizational levels.
- Ability to read others?

“People” Questions

- Tell me about your best friend.
- How are you the same/different?
- What might (s)he say are some of your biggest strengths/weaknesses?
- Tell me about best/worst boss. Why was (s)he such a good/bad fit for you?
- Tell me about a difference of opinion at work. How did you handle it?

Catch Me If You Can





Frank Abagnale, Jr.

Over 1M miles, 250 flights, 26 countries with Pan Am

Taught Sociology at BYU

Chief Pediatrician at a GA hospital

Worked in the LA Attorney General's office with a forged Harvard degree

Get Behavioral

- Interviews measure ability to talk, not ability to do
- Behavioral interviews measure ability to talk about having done, not ability to do
- Ask for portfolio, writing samples, interview past employers
- Give data sets or construct creativity problems
- Construct a brief “obstacle course” that simulates day-to-day tasks

Multiple Intelligences

- Spatial
- Linguistic
- Logical-mathematical
- Bodily-kinesthetic
- Musical
- Intrapersonal
- Interpersonal
- Naturalistic



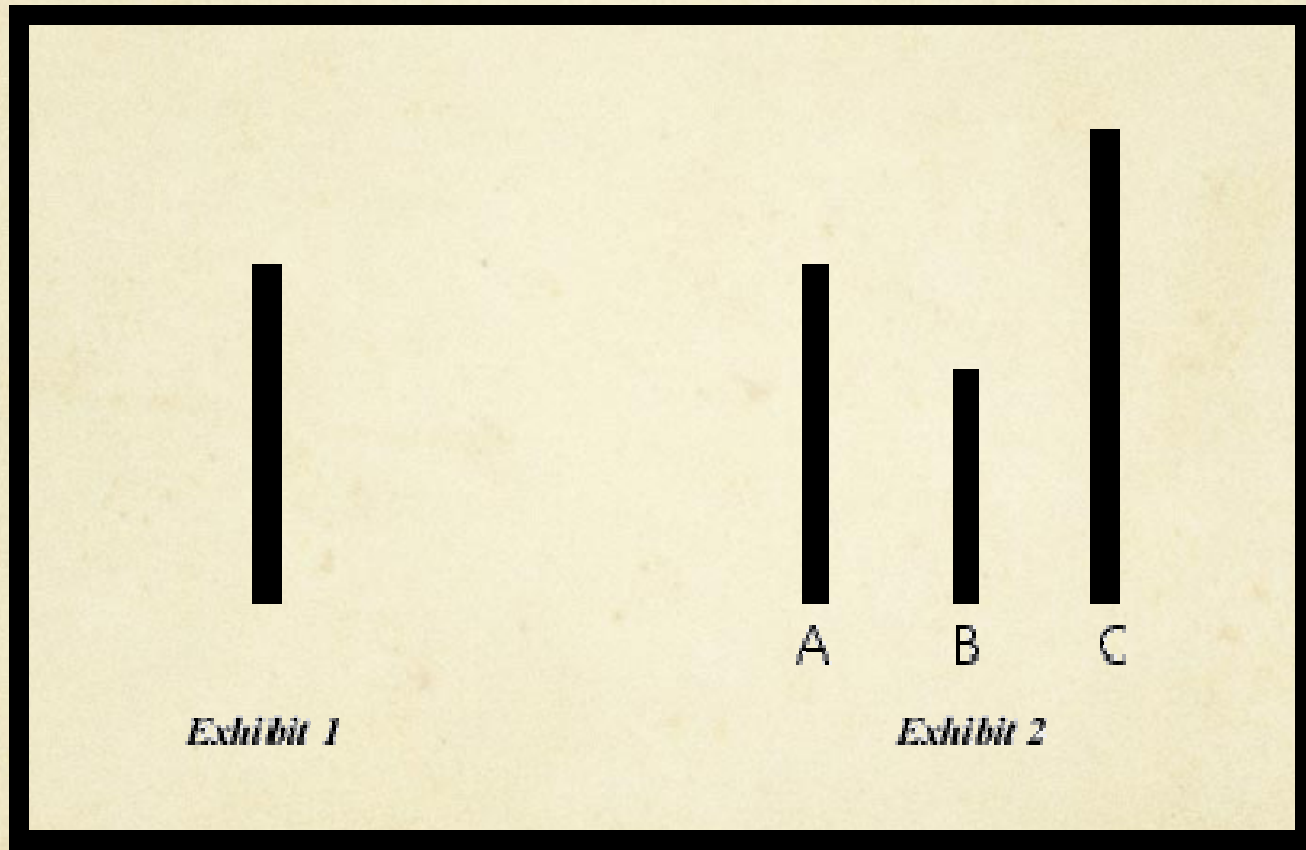
**Cringing in 3, 2,
1...**

No Sunday School Answers



- SSA's prevent authentic connection
- SSA's do not provide adequate material for thorough decision-making
- High performing teams rest on a foundation of unfiltered dialogue

Which most closely matches Exhibit 1?





Whadjallthin k?

The first, loudest, and most powerful win the day.

Conversation becomes more about confirming previous remarks than covering new ground.

Make separate notes, read them all!

Above all...

Google:

Don't be evil.

Don't Be Evil (or Be Good)

- Consider the inherent power differential
- Reflect on your own interview processes
- Remember you'll most likely be on the other side of that desk again too
- Friendliness, honest connectivity, and genuine dialogue do more than anything else to promote optimal performance and honest responding



Crosby Performance Consulting

Experience assessing talent from Fortune 50 financial institutions to small startups. Clients across industries including manufacturing, finance, education, government contracting, and foreign military sales.

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