

Hiring the Best Talent

Participant Guide
Web Workshop

Purpose

The process of recruiting applicants for open positions can be challenging, exhilarating, and sometimes less than successful. It involves a myriad of activities, all designed to identify the best candidate for the job. However, we often fall short of that goal. To be successful, we need to identify specifically what is needed to perform the job at a high level over a long period of time and seek out the individual whose talents best fit those requirements.

Learning Goals

When you've completed this module on hiring the best talent, you will be able to:

- Utilize techniques to discover an applicant's skills and talent.
- Develop a list of questions to identify top performers.
- Conduct a talent interview, using open-ended questions.
- Listen for factors in an applicant's responses to identify the talent that they possess.



Parts

The Heiress: Young, beautiful, naïve heiress to the Blic family fortune (made in the ballpoint pen business). Her most repeated line in the script: *“I can’t possibly do that! What would Daddy say?”*

The Computer Geek: Pale, unshaven, quirky, and loveable computer whiz. He is the unlikely hero in the film, who calls out at the action-packed climax: *“Oh, my gosh—it was the ballpoint pen that jammed it!”*

The Rugged Individualist: Strong, handsome, photogenic ski-racing champion. His motto is *“Fear is not an option.”*

The Nanny: Mature, patient, and kind Blic family employee. She raised the Blic children with a firm hand and a no-nonsense attitude. Her life perspective is reflected in her oft-repeated line, *“It’ll be all right now, dearie. Nothing that a good cup of hot cocoa won’t take care of.”*

Talent



Louise Lately: Has a long, distinguished career in theater and film. Most recently she received an Oscar for her performance as the family matriarch in the film *It Ain’t Over Until I Say So*.



Ron Woods: A highly respected, talented young actor, writer, and director, Ron’s career began as a child actor in the surprise hit film, *A Parent’s Worst Nightmare*.



Judy Wong: This frequent teen magazine model has played in an action adventure TV series for three seasons as the accident-prone but well-meaning kid sister of a brother who runs a fly-by-night detective agency.



Hank Johnson: Two-time Oscar nominee, Hank is a highly versatile actor who has become known as “Hashtag Hank” after three straight years of being the top-searched celebrity online.

POSITION IN MY DEPARTMENT _____

SKILLS REQUIRED

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-



TALENTS NEEDED

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Skills:
A learned ability
or behavior

Talent:
A natural aptitude
or preference

Sample Interviewing for Skills and Talent Questions

"Tell Me" Questions

- Tell me about a time when you . . .
- Tell me about how you overcame resistance to your ideas.
- Tell me about a typical day on your last job.
- Tell me about a situation in which you had to overcome obstacles to reach a goal.
- Tell me about a project you initiated on your own.
- Tell me about a team in which you were proud to be a member.
- Tell me about a time when you had to go "above and beyond."
- Tell me about an important goal that you set in the past and your success in reaching it.

"Get to Know You" Questions

- What do you enjoy most/least about working?
- What kinds of roles have you been able to learn quickly?
- What activities come easily to you?
- What is your greatest personal satisfaction?
- What kinds of situations give you strength?
- What do you find fulfilling?
- How do you feel when someone doubts what you have to say?
- If you were to obtain this job, in what areas could you contribute immediately? Where would you need additional training?
- What were your original career goals? How have they changed?
- What are some of the things you would like to avoid in a job?
- What do you want from your next job that you are not getting from your current job?
- What are some of the things in a job that are important to you?
- What motivates you and why?
- What is it you seek in a job?
- What steps did you go through to prepare for your interview?
- What are the characteristics of working on a team that have been the hardest/easiest for you and why?
- How do you view the job for which you are applying? What do you see as the most challenging aspect?
- How do you define teamwork?
- How do you define quality service?

"Situation" Questions

- Describe a customer complaint that you handled well.
- How do you handle an angry/upset customer?
- Describe a situation when you made a decision and then had to sell that decision to others. How did you do it?
- Describe a task or project that required you to be extremely organized. Where did you start?

"Prior Job" Questions

- What two accomplishments in your last job gave you the most satisfaction?
- What disappointments did you experience in your last job?
- In what areas did you need help or guidance from your boss?
- What were the toughest decisions you had to make while in your last job? What alternatives did you consider?
- How were you able to organize your time and activities to accomplish what you have listed on your resume?
- What job(s) have you enjoyed the most? What job(s) have you enjoyed the least? Why?
- Of all the aspects of your last job, what did you like most? Least?
- If I were to ask your boss two of your strengths what would they say? Two of your weaknesses?

**When designing questions,
focus on those that will discover:**

- **Can they do it?**
- **How well can they do it?**
- **Do they want to do the job?**



POSITION IN MY DEPARTMENT _____

INTERVIEW QUESTIONS

1.

2.

3.

4.

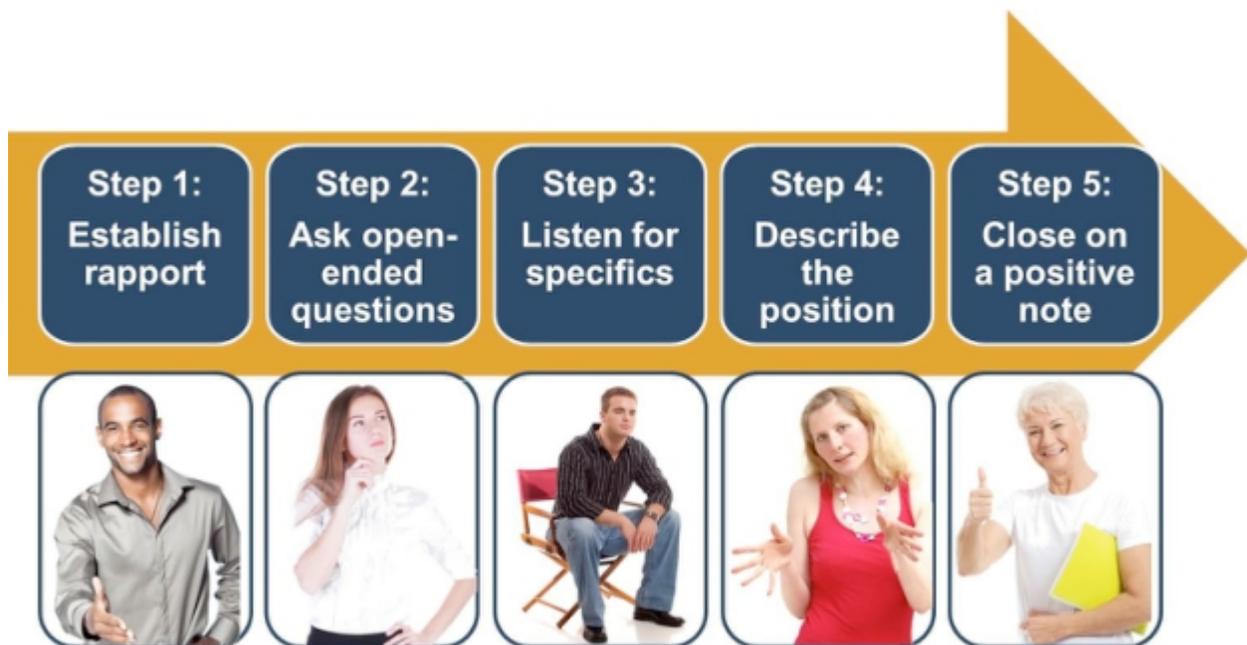


Speed Bumps

Slow down when hiring to consider:

- Are the talents and skills needed in the past still important today?
- Am I prejudging due to age, gender, appearance, or work style?
- Do I know how top performers in this job achieve their results?
- Do I know how top performers would answer my interviewing questions?

Skills and Talent Interviewing Model



The best indicator of future performance is similar past performance.



Interviewing Talent (Auditioning)

Application Planning Worksheet

Step 1: Establish rapport

Set the stage; put the applicant at ease; briefly explain the interview process.

Example:

Hi, Alex. My name is [your name]. Please have a seat. Would you like anything to drink? I want to explain that my goal for this interview is to focus solely on learning about your talents. I'll be asking questions and giving you lots of opportunities to share about yourself. A little later, I'll provide a brief description of the job.

What I will say for Step 1:



Application Planning Worksheet

Step 2: Ask open-ended questions

Design questions to elicit a variety of possible responses; identify top-performer responses; let the applicant talk (follow the 80%/20% rule).

Example:

I'd like to find out more about you, Alex, through a series of questions. Let's look first at the area of working in general. What do you enjoy most about working? What is it you seek in a job? What are some of the things in a job that are important to you?

Questions I will ask in Step 2:



Application Planning Worksheet

Step 3: Listen for specifics

Listen for responses detailing past experiences, specific examples (by time, person, or event), and "off-the-top-of-the-head" thoughts/ideas.

Step 4: Describe the position

Keep it brief; focus on critical functions of the job in which high performance is essential.

Example:

The position of film director involves visualizing and breaking down elements of a script or scene and communicating that vision to the actors and crew. It also entails translating that vision into the acting and camera work. Bottom line, the job of a film director is to create an effective film by bringing a written script to life visually.

What I will describe in Step 4:



Application Planning Worksheet

Step 5: Close on a positive note

Summarize the interview; indicate the next action(s) to be taken; thank the applicant.

Example:

My goal for this interview was to explore your many talents, which I will evaluate to see how they fit with the requirements of the job. I want to be sure I've allowed you ample opportunity to share. What else might there be that you want me to know? [Pause.] My next step is to finish the interview process for all applicants by [date] and then make a decision by [date], unless the need for second interviews arises. You can expect to hear from me no later than [date] concerning my decision. Thank you, Alex, for expressing an interest in this position.

How I will close in Step 5:



Observation Worksheet

Step 3: Listen for specifics

What specifics did you hear to indicate the applicant's talents were (or were not) in alignment with the position?

What was done well ("That's a wrap!")

What could be done differently ("Take two!")



Skills and Talent Matching Grid Example

If the selection is difficult, use a Talent Matching Grid:

1. List the most important skills and talent.
2. Assign a weight to each item (totaling 100%).
3. List the final candidates across the top.
4. Taking one skill/talent at a time, compare the candidates and assign scores, using a 5-point scale:
 - a. 5 (top candidate for this skill/talent)
 - b. 0 (did not demonstrate this skill/talent).
5. Multiply each score by the weight of the skill/talent.
6. Determine the final score for each candidate.

Key Talents/Skills	Weight (%)	Person 1	Person 2	Person 3
Translates the script into a storyboard or series of images representing camera shots.	10%	4 40	1 10	5 50
Casts the best talent for the roles specified in script	15%	5 75	2 30	4 60
Communicates to actors and crew his/her vision of what is to be achieved from a particular scene or line.	25%	2	5	3
Helps actors determine motivations, movements, and line delivery to portray a compelling story.	10%	5 50	4 40	1 10
Relates to all aspects of filmmaking and strikes a balance between people and technical concerns.	30%	2 60	3 150	5 90
References	10%	2 20	3 30	5 50
Total Score	100%	295	385	335

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