

INTRODUCTION

It All Happens in a Minute

HIRING MANAGER ALERT!

A prospective employee makes a decisive qualification
of a hiring manager within the first 60 seconds
of the time they meet.

In the first 60 seconds, a prospective employee can decide if you are the type of manager he wants to work for and if your company is the place to continue his career development. This simple fact changes everything regarding how a hiring manager must approach the hiring process.

As a hiring manager, after all the effort you put forth to request and get approval for budget, advertise for the open position, review all the resumes, juggle your workload, and prepare for the interviews, the perfect prospective employee may still stand beyond your reach. Even with your extensive preparations, you may have lost the person before the interview even begins.

Over a fifteen-year period, my company was involved in more than fifteen hundred individual job interviews with clients wanting to hire our consultants and employees. To attract and hire our staff, we were involved in an additional one thousand job interviews. Looking back at those twenty-five hundred interviews, I saw time and again the situation where my company or a client felt that the prospective employee was

a perfect fit for the position, and went so far as to make a job offer, only to see the individual accept a different opportunity with another company. Maybe the prospective employee simply felt the opportunity wasn't a good fit. Or maybe the person conducting the interview just wasn't able to make a good first and lasting impression. Following up with interviewees afterward, I learned that this latter scenario was very often the case.

To put the reality of the First 60 Seconds impression into perspective, it's worthwhile for us to take time to consider some distinct and varied points of view about the hiring process.

Who's In The Driver's Seat?

In a job interview situation, it's a common belief that the hiring manager is the person calling the shots, with the ability to make the final decision on whether to select a particular individual for a given job. While that's true, it is also a fact that most prospective employees are evaluating the job requirements and the hiring manager to determine if the job meets the individual's short and long term career goals and if the hiring manager is *the* person to help meet those goals and chart a successful career path.

Everyone realizes the importance of the first impression an interviewee can make on a prospective employer. With that first impression, a hiring manager can determine if the person is worth pursuing, putting the individual to the top of the list, or can drop the individual from further consideration. What about the hiring manager? What type of impression does the hiring manager make on the prospective employee in that first 60 seconds of the time they meet and how does that first impression influence the

individual to consider the career opportunity further? This question is seldom considered by the hiring manager and this lack of consideration has a direct impact on the hiring process and the ability to obtain the best available prospective employee for the open position.

Everything a company and a hiring manager can do in the first 60 seconds of meeting a prospective employee, along with everything that can be done proactively and effectively in the days prior to the meeting is critical. The ability to differentiate the company, the hiring manager, and the job opportunity from all others determines the ultimate success of the job interview for the hiring company. And don't forget, the ability to hire the best people has a direct impact on the success of the hiring manager and overall success of a company.

The Best Prospective Employees Are Always In Short Supply

Regardless of economic conditions, the hiring manager is always challenged in his or her efforts to attract, identify, and select the best possible prospective employees.

Whether you have two prospective employees to consider or ten, the question remains as to whether you can find—and hire the best one.

Consider past situations of economic growth where your company and all other companies were expanding at a rapid pace, and you couldn't hire people fast enough. You quickly found that the overall supply of available resources in the marketplace dwindled. In those periods of low unemployment, your options of available and viable people to consider were few and far between and if you could get someone to talk with

you, your ability to actually hire the “right” person was a long shot. Why? The best people were likely already working.

Conversely, remember the times of slower or declining economic growth and the corresponding rise in unemployment. If you had an open position to fill, you likely had dozens, maybe even hundreds of available people to consider. As you waded through all of those individual resumes, you were challenged to find the “right” person. Why? The best people were likely already working.

At all times, for any position you may have open, the best available prospective employee in the marketplace will be elusive, unless you go out of your way to attract the person, to steer him or her to your company, to your position. Only then might you have the chance to sell the individual on the merits of you and your opportunity. There are always competing companies looking to find the best available people. Your challenge as a hiring manager must be to focus your efforts on taking a different and more effective approach to attracting and finding the best prospective employees.

A Change of Mindset is Essential

To be successful in your future efforts to attract and hire the best possible employees, you must first take a step back to evaluate and change, if necessary, the way you as a hiring manager perceive the hiring process and the impression you are conveying to your prospects. Do you realize how prospective employees may actually be viewing you and your company? Consider the following:

- **Who has the privilege?**

Too often the hiring manager, and even the company, comes across to a prospective employee with the impression of, “you should feel privileged to work for our company.” Maybe your company is in fact world-class and has a lot to offer its employees, and if that’s the case, the fact is likely well known. But is that the best way to approach people—to entice people? Instead, starting today, make the effort to convey the impression, “It would be our privilege to have you as an employee.”

- **Who’s doing the selling?**

Of course, prospective employees must be able to prove to you that they are the best person for the job. But that only matters to you if the person is in fact someone you really want to consider. You want the best people to come to you and in order for that to happen, you as the hiring manager need to sell and market yourself as the person to work for at the best company.

- **Everyone’s a prospective employee.**

These “*best people*” that you’re looking for have been tagged with a variety of monikers in the marketplace: job candidate, interviewee, resource, etc. The next person you meet just might be your next greatest prospective employee, the person that will be the next great addition to your team to make you, your team, and your company more successful. Treat the person that way, not like a second-class citizen.

By taking the opportunity to put yourself in a new and different frame of mind focusing solely on the prospective employee and the impression you can make, you put yourself in a position to approach the hiring from the perspective of what you bring to the process, to the opportunity, in order to attract and win over the people you really want on your team. It makes a distinct difference!

Pick Me!

The objective of the hiring manager and the company with an open position is simple: to attract and hire the best qualified and most effective person. To accomplish this objective, the hiring manager and the company need to—and must, effectively sell each and every prospective employee on why they should select you for their next career opportunity. You must convey to the person directly, passionately, and with confidence and conviction a single clear message, and that is, “**Pick Me!**”

The message of “Pick Me!” must be conveyed to prospective employees from several levels, including:

- **Corporate**

Our company has the desire to help you become an effective member of our team and to assist you in realizing your career dreams and aspirations.

- **Department**

Our department is a team made up of unique and interesting individuals who together have a direct impact on the success of the company and its ability to achieve its goals and objectives.

- **Manager**

I am a person that is passionate about my job and the opportunities here at the company, and my goal is to work with people to help them to be successful in realizing their career goals and objectives.

Most organizations today make a concerted effort to market career opportunities at the corporate level and can do so quite effectively. Marketing to prospective employees is even done down at the department level. But let's get back to the hiring manager, or whoever is the person that makes the first contact with a prospective employee. What effort is made today to make sure that the front-line person at the company makes that great first impression to attract the best employees?

Ultimately, hiring managers want to hire people they like—individuals that are unique and interesting and that will fit in well with rest of the team in the job environment. What hiring managers must realize is that the prospective employee is interested in those exact same things. The prospective employee wants to work for a person that is unique and interesting and that fosters and supports a comfortable, challenging, and productive work environment.

The successful companies of the future will be those that are effective at making a great first impression on a prospective employee—at all levels of the company and specifically at the front line with the hiring manager or interviewer.

Throughout this book, you will notice that we will focus much of our discussion and efforts on differentiation—throughout all levels of the organization. In managing the hiring process, differentiation means simply rising to a level above the norm, to set you apart from the competition. With a small amount of extra effort, you will be able to differentiate yourself from those managers and companies competing for the best people in the marketplace. You will be effective at communicating the “PICK ME!” message and prospective employees will respond with, “I WILL!”



The PICK ME! icon will help you quickly spot the major differentiators in The First 60 Seconds approach.

NOTE: There are 60 PICK ME! differentiators throughout the book to help you become more successful in your hiring efforts!

All you need is the willingness to make the additional effort, to go above and beyond what everyone else is doing, and you’ll instantly be more effective in setting yourself apart as great hiring manager. You’ll see your hiring process timeline decrease substantially. The acceptance rate of your offers will increase. Most important, you’ll find that the best people ***will come to you***. Your biggest challenge will be to figure out what to do with all the good people you have on your team, and that’s a good challenge to have.

It's More Than Just An Interview

For the majority of hiring managers, the efforts made to hire that next great employee focuses on scheduling and preparing for the job interview. That's' it. This approach is extremely short sighted and the typical lackluster results are of no surprise. It is very likely that a prospective employee has already made a definitive qualification of the employer—and maybe even a decision—before the interview even begins. So much more can and should be done to attract and impress the quality prospective employees that the hiring manager desires.

The First 60 Seconds: For Employers & Hiring Managers will help you focus on preparing for the job interview, schedule, and process, but it will also focus on all of the other possible activities you and your company can undertake to increase your success at attracting and hiring that next great employee. Instead of betting everything on the interview itself, the following chapters will provide a significantly broader perspective and allow you to focus on doing everything possible to differentiate you in the mind of the prospective employee. Your goal, as a hiring manager, is to get selected by the prospective employee—or at least be favored—as a potential employer before the job interview even takes place.

We will cover six distinct areas, from the unique viewpoint of the employer:

1. The 60-Day Plan For The Company

This section provides a detailed plan of all the activities and strategies for the company to consider and utilize in the 60-day period prior to a job interview.

The focus will be on broader corporate-level activities that can be pursued

and specific strategies to be implemented to assist you, the hiring manager, in your pursuit of the best prospective employees. Included are detailed worksheets and templates along with straightforward instructions on how to complete the activities and what area within the corporation the activity is targeted for.

2. The 60-Day Plan for the Hiring Manager

This section provides a detailed plan of activities and strategies for you, the hiring manager, to utilize in the 60-day period prior to the start of the job interviewing process. The focus is on very specific and detailed activities that you should pursue to differentiate yourself from the competition (other companies and hiring managers). Included are additional detailed worksheets and templates along with straightforward instructions on how to complete the activities. You'll find this is the most elaborate section of the book as it is the most critical for the hiring manager.

3. The First 60 Seconds

In this section, the focus shifts to how the hiring manager—with the support of the company, can make the best possible impression with the prospective employee—within the first minute of the meeting. How you approach the first 60 seconds has a direct impact on the direction, success, and outcome of the interview.

4. Managing the Next 60 Minutes

After you make a great first impression on a prospective employee, you can then utilize the interview to obtain the information needed to make a sound hiring decision. Additionally, you'll be able to keep the process moving along and discuss specific plans regarding how you might effectively integrate the prospective employee into the organization and how to create a successful and rewarding career environment for the individual.

5. The Close

While the objective is to get a definitive answer from the prospective employee at the time of the interview, there are a number of critical follow-up activities to make sure you can close the deal and actually hire the person you want. These activities are necessary to allow you to highlight your professionalism and relationship development skills and continue to set yourself apart from other companies, hiring managers, and job opportunities being considered by the prospective employee. Direct communications with the prospective employee—in all forms—are absolutely critical and there is a great opportunity for you to differentiate at this stage of the process.

6. The 60-Month Human Resources Plan

A primary objective of this book is to get you, the hiring manager, to develop a **proactive** approach for developing and managing an effective staffing plan for your team or department, not just the current open position. This section guides you through the process of developing simple yet effective 1-, 3-, and 5-year resource management and staffing plans, along with career plans for

yourself and your individual team members. The focus is on setting specific goals and measurable activities for all team members, including you, to allow everyone on the team to meet their long-term career objectives within a defined timeframe and according to plan.

It's All About Differentiation!

Of all the topics that are presented in this book, of all the strategies and techniques you will have to be more effective in your hiring efforts, all are tied to a single word, a common theme: **differentiation**. Your ability as a hiring manager to sell yourself, your particular job opportunity, and how that opportunity fits within the grand scheme of your company's objectives and your employees' career goals, and accomplishing those tasks in a manner that is significantly and positively *different* than other hiring managers, is what will bring the best prospective employees to your doorstep.

As a hiring manager, you bring to that role so much more than simply being a manager or figure-head. Of course, you worked hard and have proven yourself to get to your current stature. That's a given. Your next great employee wants to know about everything else. What makes you unique, interesting, and the best person that anyone could have the honor of working for? What sets you apart from everyone else and how do you convey those distinct qualities to the person you want, and need, for your team?

Starting today, make the effort to differentiate yourself as an employer and hiring manager to make a great first impression on your next prospective employee. The best people will most certainly come forward to join you, your team, and your company for a true win-win-win scenario.

Section 1

The 60-Day Plan For The Company

CHAPTER 1

Overview of the Company's 60-Day Plan

What a hiring manager does individually has a direct impact on the success of the hiring process. However, seldom can the hiring manager pursue individual hiring activities in a vacuum, alone and unbridled. Instead, the hiring manager works within the larger context of what the *company* is doing. If you are a higher level corporate manager or a manager within the Human Resources department, you certainly understand the need for individual hiring managers to work within and follow the broader hiring practices of the organization. If you are a hiring manager, your ability to effectively work with other people and departments within the organization and to follow corporate guidelines and processes has a direct impact on your overall career success. For this reason, it's important to first talk about the hiring process from the company's perspective.

Everything a company *and* a hiring manager can do in the first 60 seconds of meeting a prospective employee, along with everything that can be done proactively and effectively in the time prior to meeting the individual is critical. The ability to differentiate the company, the hiring manager, and the job opportunity from all others determines the ultimate success of the job interview for the hiring company.

This section of the book is unique in that it will be of interest to everyone involved in the corporate-wide human resources process:

- **Corporate and Executive Management**

We'll cover how to develop and implement a corporate-wide **Employee Acquisition Program** (EAG) that will effectively educate, engage, and monitor the success and compliance among the Human Resources department, departmental managers, and most important, individual hiring managers.

- **Human Resources Management**

In many cases, the Human Resources department is responsible for implementing the company's overall hiring plans and processes. HR is successful and effective only to the extent of the abilities of their customer—the individual hiring manager. Being able to bridge the gap between the overarching company plan and the hiring manager's goals and objectives, and to make the hiring manager more successful, must be the primary objectives of the HR department.

- **Hiring Managers**

To be most effective, hiring managers must focus on how to understand, utilize, and improve upon the company-level hiring practices to make his or her individual hiring efforts more effective. No hiring manager is an island, especially in an organization trying to attract and acquire the best talent possible.

Why is the Company's Hiring Plan and Approach Important?

Let's look the graphic in Exhibit 1.1 to answer this question. What the graphic conveys is the following simple reality:

The full weight of the success of the company's hiring process rests on the shoulders of the individual hiring manager.

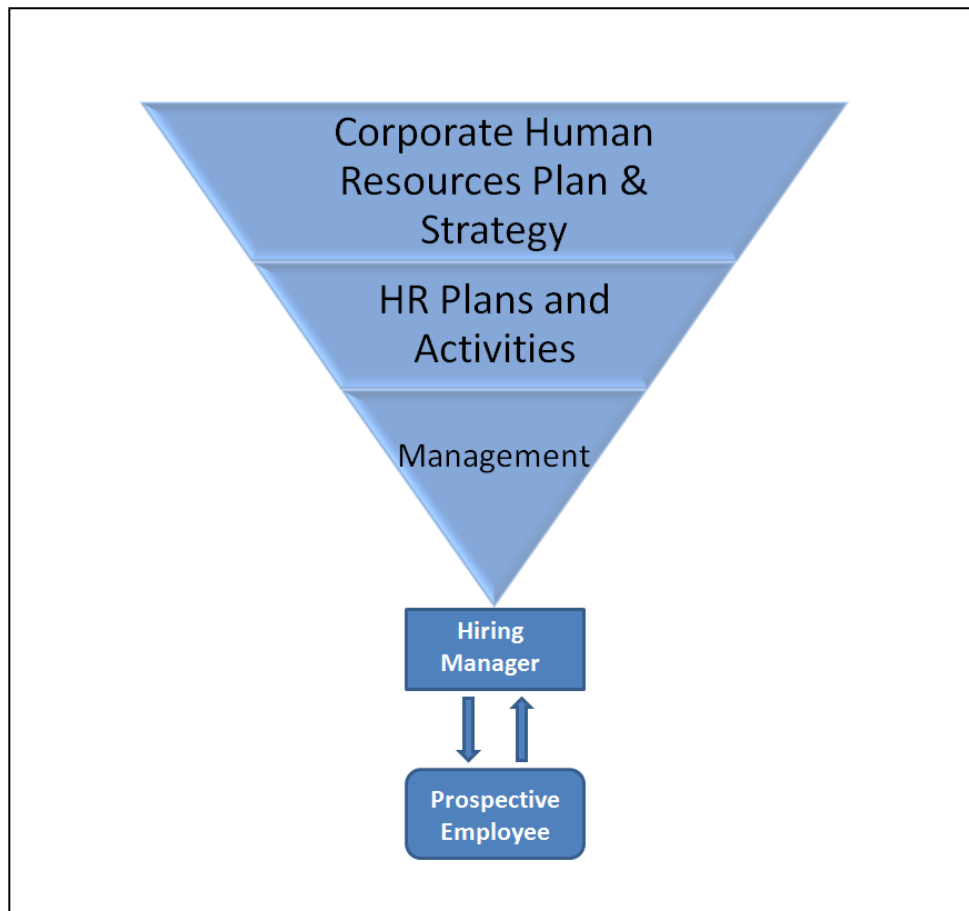


Exhibit 1.1: The Weight of the Company

Companies must realize that everything that is formally and informally in place to assist the organization in hiring new employees must be further developed (or re-developed), tailored, and customized with the sole objective to make the individual hiring manager more successful at acquiring great talent. Too often, companies put a grand plan together and fail to communicate the plan effectively or engage the appropriate people to execute the plan. Often it is simply assumed that the plan will be followed and executed as stated. The successful company cannot make that assumption. The company must consider the individual hiring manager as they would a salesperson on the front line selling the company's product or service, which is exactly what the hiring manager must do. The company must provide the hiring manager with the clearly communicated plans and processes to be effective along with the tools necessary to sell your product—your company—to prospective employees.

Conversely, hiring managers must realize that they are selling themselves to prospective employees, but always within the greater context of what the company has to offer. You could be the best person and manager in the world, but if you can't effectively communicate and convey all the strengths and positive qualities of your company—as a provider, supporter, and facilitator of great career opportunities, the best prospective employees won't be interested. As a hiring manager, YOU have to take the initiative to use what the company has in place to facilitate the hiring process—to make the sale. YOU have to make the commitment to participate in a collaborative and complementary manner with everyone involved in the corporate hiring process.

It All Starts With A Plan

The chapters in this section cover the broad categories of activities you should focus on. We will delve into the details of each activity, including approach, execution, and timing. As you proceed through the chapters, keep in mind the Company's 60-Day Plan Timeline, as referenced in Exhibit 1.2.

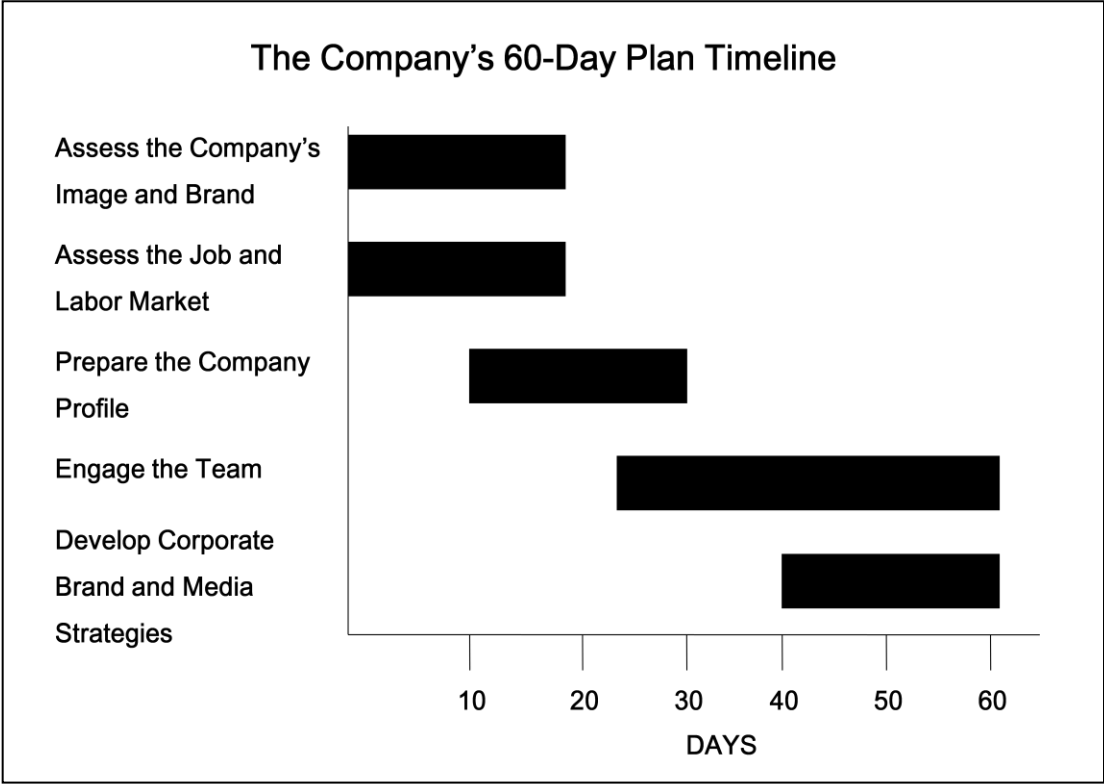


Exhibit 1.2: The Company's 60-Day Plan Timeline

We will start this section by assessing the current job market and general expectations of companies and employers. Only by understanding how your company goes about hiring a new employee, in the context of the current marketplace, will you be able to develop an effective hiring plan to compete effectively in that marketplace. Additionally, we will look at options for assessing labor and market forces, local and national job markets, and specific strategies for marketing new career opportunities for prospective employees to consider.

The 60-Day Plan assists you and your company in effectively managing the necessary documentation and correspondence to make your company's hiring efforts most effective. We will walk through the process of collecting the information and developing the documentation to streamline the hiring process. Integral to the 60-Day Plan is the development of a Company Profile, a concise and effective tool for everyone in the organization to use to communicate and convey a positive and consistent message to people interested in working for your company.

Next, we'll proceed with the process of engaging the appropriate people within the organization to assist with the hiring process. Only by engaging the "right" people, those who can bring the necessary skills and experience to the process in a collaborative manner, can the hiring process be most effective. While it may seem the easiest and quickest way to managing the hiring process is by letting the individual hiring manager to "do their own thing," this is an approach long since shunned by the leading-edge organization. Successful hiring practices today revolve around an environment of collaborative and interactive participation amongst many departments and individuals across the organization. Successful hiring today is a team sport.

With a sound understanding of all the company has to offer, the current nature of the employment marketplace, and the appropriate resources engaged, we can then move on to solidifying corporate branding and media strategies specifically targeted to prospective employees—the best prospective employees. These strategies will focus on differentiating the company as a premier employer and will lay the groundwork for deploying a unified and consistent message and plan throughout the organization.



As a reminder, as we proceed through the chapters in this section keep on the lookout for our first 10 PICK ME! differentiators you can implement to set your company apart from the competition.

Let's get started.