

An Insider's View of the Hiring Process



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Good Morning!



- In the interests of keeping you awake and engaged...

An Insider's View



- What are companies looking for in a candidate?
- How do they find out if you have the “right stuff?”
- How can you stand out during your interactions?

Looking for...



- Contributed Value
- High Skill, High Will
- Self-Directed
- Quick Studies
- Collaborators

Find it...



- They gather evidence during all the “touchpoints.”

Stand out...



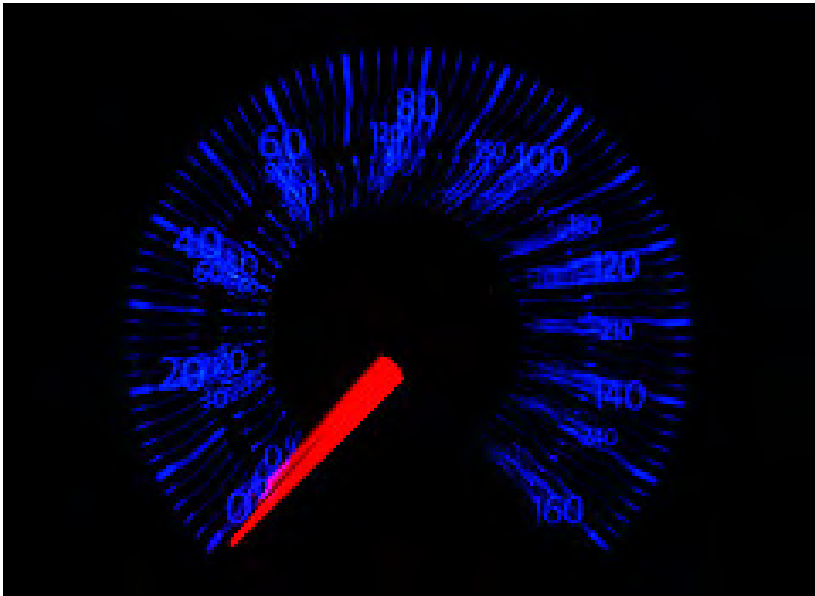
- Craft a concise, concrete, consistent portrait of who you are and what value you can contribute.
- Weave it into every touchpoint.
- Engage in Show not Tell.

Macro Environment



- Growth Segments: Environmental Services, Healthcare, Life Sciences, Energy, High Tech
- Sweet Spot: \$50-100 million
- Functions: Biz Dev, Sales, Op Mgmt, Finance, Engineering
- Over 50% of jobs come from networking
- Your acquaintances vs friends

Contributed Value



- Help my business earn more than it costs to employ you.
- Make money; Save money
- Focus on how you help “move the needle.”

Contributed Value-Resume

Example 1: Technical Writer



- **Typical:** Wrote 100-page User's Guide.
- **Better:** Wrote and designed jargon-free User's Guide to support new product launch.
- **Best:** Developed a jargon-free User's Guide that supported new product launch and reduced Help Desk inquiries by 25%.

Contributed Value-Resume

Example 2: Home Stager



- **Typical:** Staged over 20 homes for sale in Fairfield County.
- **Better:** Created customized staging program that enabled homeowners to showcase the unique features of their property.
- **Best:** 80% of homes our firm staged in 2007 sold in one week and above asking price.

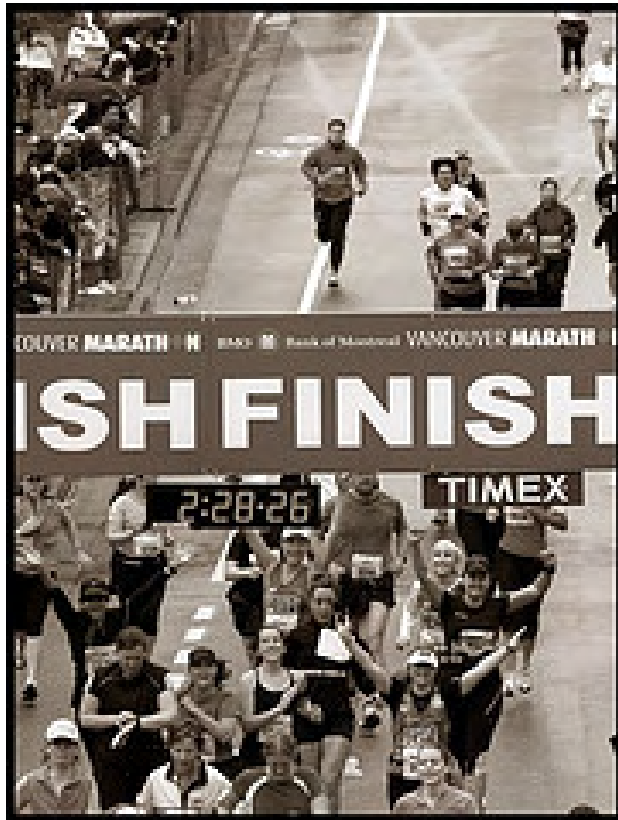
Contributed Value-Resume

Example 3: Inside Sales Mgr



- **Typical:** Managed a staff of 5 people inside a B2B sales center.
- **Better:** Proposed, built, and managed a B2B sales center, with a staff of 5 and 500 accounts.
- **Best:** Proposed, built and managed a B2B sales center that reduced acquisition costs by \$100,000, increased revenue by \$1 million, and increased client satisfaction ratings by 10%.

Contributed Value-Interview



- Start examples with the end in mind--to signal your results orientation and increase interest.
- “I was responsible for X; the results were Y; here are three things that made the difference: a,b,c.”

Contributed Value: Exercise



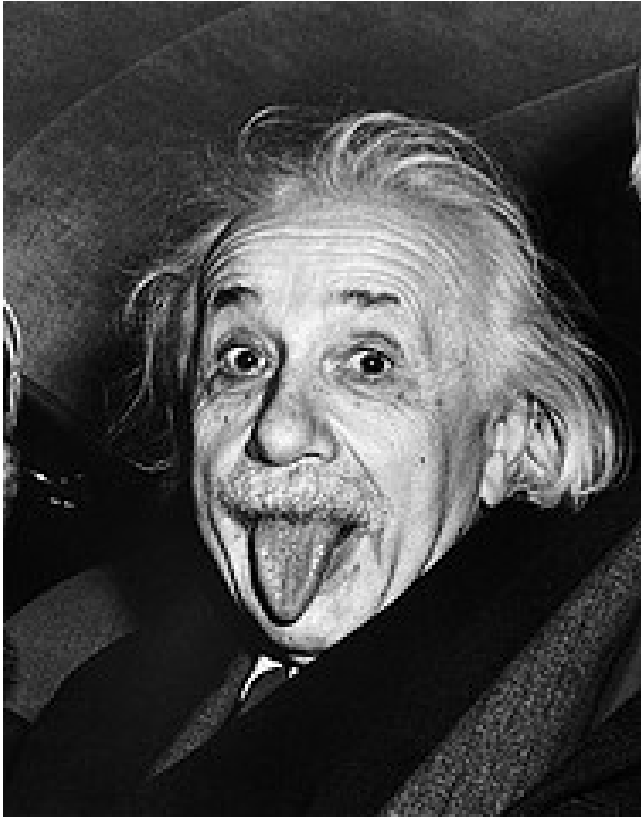
- Review your own resume. Identify statements that prove Contributed Value. Identify statements that could be reworked to strengthen CV.
- Learn from each other!
- Note: In doing this exercise (and others) we are showing we are self-directed, quick studies, and collaborative.
- Questions?

Contributed Value: At Home!



- Rewrite your resume to shift the focus to biz accomplishments.
- Practice telling your stories in the inverted pyramid style to keep focus on CV.

High Skill/High Will Levels



- Competence and Motivation
- Past examples of problem-solving
- Live problem-solving
- Pain points and a conversational style

High Skill/High Will: Exercise



- Please think of one pain point a hiring manager might be facing—for the industry or position you are exploring.
- When you've thought of one, please sit down.
- Questions?

High Skill/High Will: At Home!



- Match Game: Do an inventory of your own skills and compare it against a list of possible business pain points.
- Create your own “thinking on your feet” outline.

Self-Directed Employees



- Hire Smart or Manage Hard
- Self direction is skill and will *in action*.
- Successful delegation.

Level 4

- **Level 1—Directing:** The leader provides specific direction about goals, shows and tells how, and closely tracks the individual's performance in order to provide frequent feedback on results.
- **Level 2—Coaching:** The leader explains why, solicits suggestions, praises behaviors that are approximately right, and continues to direct goal or task accomplishment.
- **Level 3—Supporting:** The leader and the individual make decisions together. The role of the leader is to facilitate, listen, draw out, encourage, and support.
- **Level 4—Delegating:** The leader empowers the individual to act independently with appropriate resources to get the job done.

Self-Directed Employees



- Provide examples of Level 4 activities from your past experience
- Exhibit Level 4 in your job search

Self-Directed Employee: Exercise



- Identify one core task that you can consistently perform at a Level 4.
- Questions?

Self-Directed: At Home!

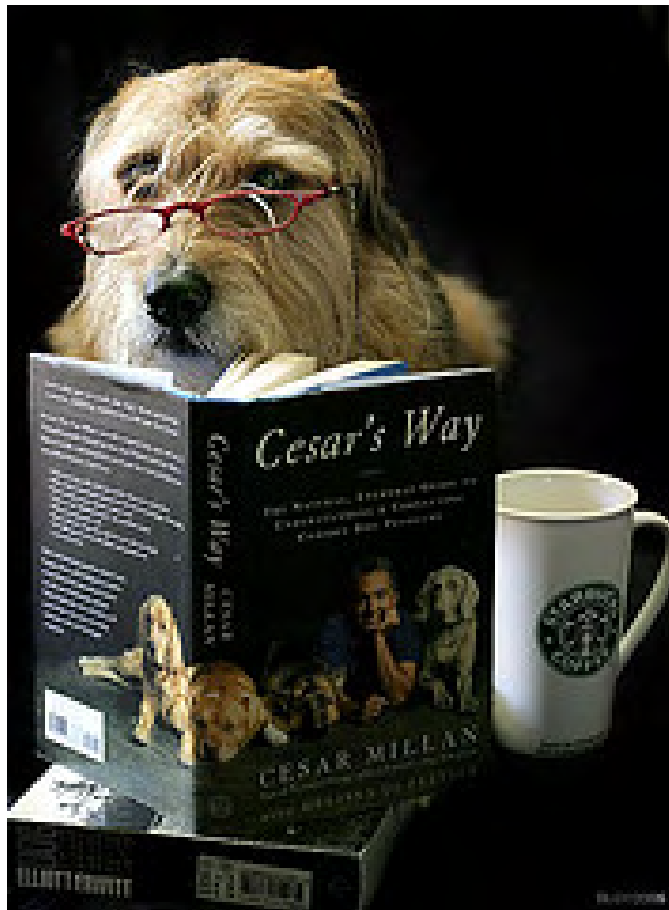


- Of the core tasks required for the job, determine the performance level of which you are capable.
- If at Level 2, do some targeted skill building.

I'm doomed!



Quick Studies



- Reduce the perceived risk in hiring you.
- Talk about an effective, repeatable process by which you learn new material.
- Demonstrate how you came up to speed on a subject/skill relevant to this job.

Two Examples

Action Learning

- Tell Me
- Show Me
- Involve Me

*The book, *The First 90 Days**

- **Cut the cord of past job**
- **Accelerate your learning**
- **Match strategy to situation**
- **Secure early wins**
- **Negotiate success**
- **Achieve alignment**
- **Build your team**
- **Create coalitions**
- **Keep your balance**
- **Expedite everyone**

Quick Studies: Exercise



- Think about times when you have had to learn a new subject or skill quickly. What are the commonalities in your approach?
- Questions?

Quick Studies: At Home!



- Map out your learning process.
- Do a Deep Dive into a related subject.

Collaborators



- Businesses operate in an increasingly connected world.
- Looking for people who can self-organize and bring out the best in others.
- Face-to-face and virtually.

Collaborators: Self Awareness & Balance

Extrovert's Gifts

- Bring energy and action to each situation
- Have a breadth of interests and experiences
- Multitask well
- Connect easily with people and have a wide circle of colleagues
- Verbal communications

Try:

- Listening more: letting people finish their thoughts, sentences
- Adding in some reflection time to think things over
- Batching communications and/or putting them in writing

Introvert's Gifts

- Bring focus and reflection to each situation
- Have a depth of subject matter expertise
- Can concentrate on one task from start to finish
- Are comfortable spending time alone
- Written communications

Try:

- Asserting or expressing themselves more in group settings
- Encouraging people to think out loud
- Giving spontaneous and positive feedback

Collaborators: Exercise



- What changes have you made in yourself in order to work better with your “opposite” on a team?
- Questions?

Collaborators: At Home!



Read *Type Talk At Work*,
by Otto Kroeger

Companies are growing and hiring. You have the right stuff!



- Growth Segments:
Environmental Services,
Healthcare, Life Sciences,
Energy, High Tech
- Sweet Spot: \$50-100
million
- Contributed Value, High
Skill/Will, Self-Directed,
Quick Study, Collaborators

Good Luck!



Success is a function of:

- Talent +
- Opportunity+
- **Preparation**

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