Know When to Hold ’Em, Know When to Fold ‘Em: The Gamble of Hiring and Firing

MCKE JERSEY
AMIE BURKE
Overview

1. What makes an Ace
2. What is your Why?
3. Developing a Culture
4. Behavioral Interviewing
5. Developing a team
6. Training
7. Employee Recognition
8. Knowing when to fold em.
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Aces are larger than life and greater than mountains." Pocket aces are rare. You have to play enough hands to get them, but when you do, they can make all the difference. The same is true of great employees.
- Mike Caro
Everyone Has a Why. Do you know yours?

The WHY is the purpose, cause or belief that drives every one of us.
Build a Culture

Values that Build a Culture are the fundamental beliefs of an organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong.
Office Core Values:

- **Family**: Build a positive team and family spirit
- **Fun**: Create fun and a little weirdness
- **Flexibility**: Embrace and drive change
- **Balance**: Environment that people can achieve personal fulfillment
- **Empathy**: Be kind and professional
Why Hire and Retain the Right People

- Decrease Costs
- Increase quality of care
- Better time management
Interviews
Finding the Right Candidate

- Job Responsibilities
  - What will the person be required to do?

- Competencies
  - What qualities does the person need to be successful in the job?

- Workplace Expectations
  - What behaviors are expected from him/her to be successful in the organization
  - Talk about values.
What is Behavioral Interviewing?

Based on the assumption that past performance is the best indicator of future performance.

Asks probing questions about specific critical incidents in the candidates past that demonstrate behaviors necessary for job success.
Why Behavioral Interviewing

- Improves your chances of selecting the right candidate an average of 3 times over the traditional process
- Cost Effective
- Has a validity rate of 70%
- Reduces bias
Behavioral Theory

A behavior exhibited in one circumstance will be exhibited in other circumstances as well.

The more recent the past behavior, the more likely it is to be repeated.

The more often the behavior was demonstrated over time, the higher probability it will be repeated in the future.
Develop Questions that will elicit information about specific behavior in the past

Use open ended questions

<table>
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<th>Tell me about a time when...</th>
<th>Give me an example of...</th>
<th>Describe for me...</th>
<th>How did you handle a situation where...</th>
<th>What did you do when...</th>
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Behavioral Interviewing

Top Soft Skills Needed for Success

1. Adaptability
2. Culture Fit
3. Collaboration
4. Leadership
5. Prioritization
Adaptability

1. Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?

2. Describe a situation in which you embraced a new system, process, technology, or idea at work that was a major departure from the old way of doing things.

3. Recall a time when you were assigned a task outside of your job description. How did you handle the situation? What was the outcome?

4. Tell me about the biggest change that you have had to deal with. How did you adapt to that change?

5. Tell me about a time when you had to adjust to a colleague’s working style.
1. What are the three things that are most important to you in a job?

2. Tell me about a time in the last week when you’ve been satisfied, energized, and productive at work. What were you doing?

3. What’s the most interesting thing about you that’s not on your resume?

4. What would make you choose our company over others?

5. What’s the biggest misconception your coworkers have about you and why do they think that?
1. Give an example of when you had to work with someone who was difficult to get along with. How did you handle interactions with that person?

2. Tell me about a time when you were communicating with someone and they did not understand you. What did you do?

3. Tell me about one of your favorite experiences working with a team and your contribution.

4. Describe the best partner or supervisor with whom you’ve worked. What part of their managing style appealed to you?

5. Can you share an experience where a project dramatically shifted direction at the last minute? What did you do?
1. Tell me about the last time something significant didn’t go according to plan at work. What was your role? What was the outcome?

2. Describe a situation where you needed to persuade someone to see things your way. What steps did you take? What were the results?

3. Give me an example of a time when you felt you led by example. What did you do and how did others react?

4. Tell me about the toughest decision you had to make in the last six months.

5. Have you ever had to “sell” an idea to your coworkers or group? How did you do it? What were the results?
1. Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What was the result?

2. Tell me about a project that you planned. How did you organize and schedule the tasks?

3. Describe a time when you felt stressed or overwhelmed. How did you handle it?

4. Give an example of a time when you delegated an important task successfully.

5. How do you determine what amount of time is reasonable for a task?
What didn’t you get a chance to include on your resume?

What is the last thing you learned at your job?

On a scale of 1 to 10, how weird are you?
After the Job Offer
DEVELOPING A TEAM

- Employees need to know what is expected of them
- They need to see the big picture
- They need positive reinforcement
- Employees need a sense of purpose
- Train
Training

Instruction → Modeling → Rehearsal → Feedback
How do we Reinforce

Natural  Verbal  Other
Staff Recognition

IDEAS

PITFALLS
Recognize Strengths

- Establish rapport with staff members and conduct observations
- Recognize a person’s strengths and place them in situations that promote the use of these strengths
- Provide specific praise for desirable behavior
- Pair new staff
Create a Therapeutic Workplace

Health and Wellness Programs

- Exercise challenges
- Promote healthy eating

Clear guidelines for communication

Spend time with staff members and check in with them regularly

Provide continuous learning opportunities
Know When to Fold Em’
Don’t Fire Until you Have

- Examined our own responses
- Coached the person
- Tried to help them improve
- Documented discussion and improvement plans
- Given person time to improve
- Warned person of termination
- Consulted HR
Supervisors know of issues but wait until it is too late
Employee was not the best application to begin with
Performance reviews
Lack of documentation
Not following policy/ procedure

Common Pitfalls
QUESTIONS