



## Tips to avoid costly hiring mistakes.

**Why is it most organizations spend so little time and resources helping managers' hire the right people?** Selecting the 'right' people to employ is one of the key activities that can make or break a company. The companies, who invest in getting it right at the front end, tend to be financially successful, have less turnover and have a better reputation overall than their closest competitors.

### Common hiring traps that can trip up the most seasoned interviewers:

**But her skills were so perfect!** Hiring someone who isn't a cultural fit may take you down a slippery slope. You will spend more time in damage control. While the end results may look good, the energy it will take to repair relationships and untangle political issues is going to be time consuming and expensive. Terminating someone who doesn't fit the culture is a lot tougher to document and act on than terminating someone for an absenteeism problem.

**Halos can be blinding.** We like people who are like us. They seem so smart, so comfortable, so right however they aren't always the best person to fill the job. Seek out the person who fits the job requirements. This is one of the most common mistakes hiring personnel make. This mistake may colour the manager's judgment long past the hiring day. The manager may tend to look at his or her new employee through rose coloured glasses and not be objective about the employee's performance. Sometimes these managers are so protective of their hiring choice, *they can't see problems until it's too late.*

**Don't settle for a pulse.** Staffing shortages make it tempting to settle for less. Yet, if managers lower their standards they may have to pay for years, with an under-performing employee and resentful co-workers. An employee like this can become a drain on the department and organisation. Instead, consider creative solutions with the employees you have, such as job sharing, creative work schedules, job rotations, internships and job redesign. Another approach is to try some creative recruiting strategies, such as starting a graduate program.

**But I get along with him so well!** After a friendly chat, many people seem likable however being likable isn't enough. When managers are overly swayed by how much they like a candidate, they instinctively avoid asking difficult, probing questions. These managers end up hiring the person based on personality and that can spell disaster when it comes to performance results.

**I don't have time to kick his tyres.** Buyer's remorse is an ugly thing. You wouldn't buy a 40 year-old house without an inspection, or a used car without looking under the bonnet. The problem is, by the time we are ready to offer someone a job, we like the person enough to believe everything they say. Sometimes managers are so eager to hire a person, they will even shrug off a reference that is damning with faint praise.

**Buy-don't sell.** Some managers are so eager to hire someone they do more talking than listening during the interview. They talk at length about the great benefits and exciting challenges that await the lucky candidate. The problem is that a smart interviewee can manipulate the conversation and have the manager convinced that he or she is the perfect person for the job by using the manager's words in response to his own questions.

