



8 Hiring Mistakes and How to Avoid Them

Hiring can be a difficult and time consuming task that employers have to maneuver through to keep their business running at its best. However, there are things that companies can do reduce the pressure and difficulty of the hiring process. Here are a few hiring mistakes we've seen and tips on how to avoid them:

1. Hiring Without Figuring Out Why the Last Person Left

This is perhaps the first mistake that people make. When you have turnover in your organization, it is essential to the health of your company to find out why.

- A. Were they managed well?
- B. Were they supported enough?
- C. Did they leave the company because of the culture?
- D. Did they leave for personal reasons?

It is better for you to know why so you can do the work that you need to do to avoid high turnover.

2. Continuing to Interview after you have found a Great Candidate

An even bigger problem in the current candidate-driven market, is waiting for that perfect candidate while by-passing candidates who are ready and willing to learn what they need. One employer we worked with continued to interview candidates, and then 8 months later went back to a candidate they had initially interviewed, **and** had not

provided feedback to, expecting that candidate to still be available. This candidate, had they even been available, had no desire to work for that company since it had been so long, and was furious that they even asked! We've also had clients want to interview a 2nd person because they want a comparison for the first candidate they liked. Guess what? By the time the 2nd candidate is interviewed, the first candidate is often no longer available. If you like someone, they have the skills they need, and can be taught those they don't have – hire them.

3. Mismanaging Timelines

We are all so busy that it is difficult to manage time for all of our tasks. Managers have to manage others, complete their work, answer emails, solve problems and then still find time to interview. One way to cut back on finding time is to interview candidates within a short period of time. This keeps you on track and focused with one item. Another advantage is that you will often find the candidate is still available and eager for the job if the timeline is kept to a minimum.

4. Not being on-time for a phone or face-to-face interview

Nothing says disorganization more than keeping someone waiting for a long period of time. 10 minutes - ok, 15 minutes still acceptable. Longer than that has the candidate thinking twice. Manage your calendar, and don't be afraid to call the candidate to explain any unavoidable issue and reschedule if necessary. We have had companies keep people waiting as long as an hour, and once **2 hours**. And this was a top level Senior Director job. The candidate left with such a poor impression of a great client that he never considered taking the offer, even though they loved him and really wanted him to join their team.

5. Going with your gut/not checking references

It is common for employers to like a candidate so much that they choose to save time by not checking the candidate's references, but the problem with trusting your gut in an interview, is that many job-seekers have become adept at the art of interviewing. This is where references are helpful, because previous bosses can tell you who the candidate really is on the job, which can help you determine if they are really the right fit for your company. Many times previous employers offer hints into the candidate's personality. Once a reference asked, "Do you have a water cooler?" Upon further questioning, it came out that the previous employee liked to spend a lot of time around the cooler chatting, and I mean **a lot!**

6. Too many people Interviewing the Candidate

I kid you not – one of our clients had 15 people interview a candidate on one day. 15 people, 15 separate interviews, One candidate. It was a full day for the candidate, she was there from 7:30 am until after 4:30pm. The main concerns with this approach are 1) there is no way 15 people will agree on someone. Then you will need to figure out whose opinion matters more, who gets last say in choosing? And 2) the candidate was exhausted and toward the end of the day was not up to answering questions with as much enthusiasm and energy as in the beginning of the day. Obviously, those that interviewed her toward the end thought less of her than those at the start through no fault of her own.

7. Offering Less than Candidate is currently Earning

Thinking again of the candidate-driven market that it is now, those who interview are looking for extras, on top of good pay. A little entitled...eh, maybe – but there are companies that *will* pay those extras, and happily, for that great candidate. So offering less than the candidate is currently earning not only is a waste of everyone's time in today's hiring environment, but conveys a negative attitude to the candidate. Think good money and great benefits/extras for those great candidates you want!

8. Not managing the Rejection Process

It's important to think about how you're managing your rejection process. Clear, timely, and professional communication can speak volumes about your company. Long delays, and lack of follow-up, on the other hand, can have serious consequences for your brand. Not only will a poorly rejected candidate be unlikely to apply again in the future, but it's very likely they will tell others about their experience with your company. In instances when you're communicating with finalist candidates who may have gone through multiple rounds of interviews, it's imperative to convey the rejection. (Remember that candidate in #2?) Be sure to give feedback to all those involved in the interview process.

Being aware of these mistakes and improving on them will increase your success in getting that great candidate through your doors!