慧眼识珠
——延揽人才的技巧

Hiring—How to Find and Keep the Best People

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Hiring

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How to
Find and Keep
the Best People

By
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HIRING

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How to Read This Book

This book has been written to be as user-friendly as possible. The writing style is direct and uncomplicated, and the organization makes it easy to move from one chapter to the next. You will find the information easy to apply to your own situation.

To make it even easier to use this book, here are several suggestions on how to get the most from it in the least amount of time.

1. First, take a few minutes to flip through the book, letting your eyes fall on whatever headings or paragraphs grab your attention and reading whatever interests you. Get acquainted with the book and how it is organized. Read the author's comments in the Introduc-

tion.

2. Next, turn to the Table of Contents and look at the chapter titles and major topics. As you read the chapter titles, ask yourself, "What chapters seem to address the same questions I have about how to make effective hiring decisions?"

3. Take a sheet of paper and write down the three questions about hiring that are the most important to you now. These are the kinds of questions that prompted you to get this book and take the time to read it.

4. Take your first question and identify a key word, phrase, or topic that might indicate where in this book your question will be answered. Turn again to the Table of Contents and look for that key word, phrase, or topic.

5. When you find that key word or phrase, turn to the chapter of the book that deals with your question and look for the answer. If you are referred to other sections or chapters, read those additional pages, too. Continue until you have your answer.

6. Use this procedure for the rest of your questions. As you find answers you may come up with even more questions. Repeat the process until you are your own expert at finding an-

swers.

If this is a new topic for you, you may want to list your major questions, and then begin reading the book from cover to cover. After each chapter review your list of questions and check those for which you've uncovered your answers. If you're still not sure, take time to re-read a section or chapter. After you've read the book from cover to cover you may want to return to the sections you found most helpful to reinforce the points they make.

The publisher and author hope you find this book insightful and helpful, and that it will be one you frequently pull off the shelf to revisit. The goal is to help you become your own expert at hiring and keeping the best employees!

Introduction

The successful organizations in the year 2005 will be those that have recruited and hired the best people. In brief form, the team who has the best people wins.

That's usually the case, but in the new millennium there's another factor that must be dealt with. It hasn't had to be considered to the extent that it now has to be considered. The new factor is that there simply aren't enough *best* people to go around. Declining national test scores suggest that many students aren't "learning" as much as previous students, yet they are entering into a decade of increased complexity, more rapid change, and the workplace demand for life - long learning . Those who excell at learning how to think and solve problems will be highly sought

after.

Yes, there are a lot of *good* people, and even more *average* people. But best people? Not enough bright people, enthusiastic people, energetic people—employees ready to work, to have fun, and to excel at their jobs.

In order to hire and keep the best employees, you and your organization will need to examine your hiring and managing practices very closely. Otherwise, you may have a full work force but not the people you really need in order to grow, or make a profit, or even stay the same.

In order to compete for the best employees, employers will be required to fine-tune their hiring practices in the next several years—and this book provides new guidelines for redirecting hiring practices in both large and small organizations. It is written for the decision-maker, the person who is responsible for the decision to hire or not to hire. This might be the company president, HR manager, or production supervisor. In any case, all will benefit from taking the time and energy to read and react. People who do the screening will gain new insight into why you do the things you do in order to hire the best.

In those few cutting-edge organizations where the entire work group is involved in the hiring decision the groups will also find in this book the actions to in-

crease their skills in making the right decisions.

This book comes from more than 20 years experience coaching candidates in how to effectively interview, and in assisting organizations in making sense out of their present hiring practices. Showing organizations how to correct hiring mistakes has also been part of our work. We've partnered with organizations to develop recruiting and hiring processes that reduce turnover and enhance effectiveness, and we've helped people identify what they do best so they can describe where they best fit within the organization. At my company, WorkLife Design, we strive to show organizations how to cultivate workplace vitality.

Over the years I've done a great deal of listening to candidates who've reported their experiences in hiring and interviewing situations. Some candidates were treated very well, and the interviewer did an effective job of matching a person's skills with current or future job needs within the organization. In too many instances, however, the hiring process simply excluded good decision-making.

Hiring involves more than just placing an ad, talking with applicants, and making a decision based on some hunch or gut feeling. Your hiring processes are so important that their success is essential for continued organizational viability. Go ahead, read the book. You'll learn.

Contents

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Chapter 1

Why Hiring Will Make or Break Your Company

One of the most important tasks you and your company face is hiring. Hiring bright people. Hiring the right people. Hiring the best people. It is so important, I'm willing to predict that the results of your hiring will either make or break your company.

Let's take it a step further: The results of your hiring will determine your company's success in the year 2005— or engage in the "usual" hiring practices of many of today's organizations and your company may not even be around in the year 2005. Do it the right way and you'll be ahead of your competition. Why?

Because the team with the most talent comes out on top.

When you recruit, hire, and retain the best,

you're able to anticipate market changes and you will have a work force that is involved in continuous change-improvement initiatives. Your organization will have the people it needs to make the necessary adjustments required to remain ahead of the others. Their energy and drive will enable you and your organization to meet the demands of the next millennium.

If you want to come out on top, you must pause and listen to those who are reminding us that the competition for the best people is significantly increasing. Why? First, there simply aren't enough people to go around. The U.S. Bureau of Labor Statistics projects 151 million jobs by the year 2006 and 141 million people employed. Second, national educational test scores of students have continued to decline. This often shows up as a lack of basic skills for adequate job performance. A 1998 study by the National Association of Manufacturers reported that 88 percent of respondents indicated a shortage of skilled workers and more than half reported employee shortcoming in basic math, writing, and comprehension skills.

Third, not all high school graduates leave public education① with a good grounding in computer technology, even though computer technology is such a significant part of today's workplace. In many com-

① public education: free education is provided by local state school esp in U.S. 公立教育

panies new technology often sits on the shelf because employees don't know how to use it, or are afraid of it, or have no one to train them in how to use it.

Futurist Ed Scannell projects that by the turn of the century the median age[①] of workers will be 45, and by the year 2005 more than 15 percent of the work force will be over 55. It will not be uncommon to find teenagers working side by side with people who themselves have teenaged grandchildren.

What does all this mean? In its "Talent" issue (August 1998), *Fast Company* summed it up: "There are simply not enough truly talented people to go around." Result? Competition for the best people has greatly increased and will continue to do so. "Fast companies make it a point never to 'lose' a talented employee," the editors added. "Talented people may choose to stop working *for* a company, but smart companies know that their job is to keep these talented people working *with* them."

But first you have to get them on board.

That's what this book is all about. Attracting, hiring, and retaining the best people. Before you get started, however, you need to understand why your ability to hire and keep the best people will make or break your company. Here are three reasons why your hiring efforts will either make or break your company

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① median age: in the middle of one's life time 中年

in the future.

Only the best deal rapidly with rapid change

If you thought things changed quickly in the 1990s, wait until the next century. *Blur* ① will be the speed of change. And the difficulty will be in predicting where change will lead or what it will involve. As you've no doubt noticed it is becoming increasingly difficult to predict and prepare for change.

Ever buy one of those greeting cards that plays a song when you open it? That greeting card that you paid two or three dollars for has more computing power than existed in 1950. Thirty years ago the IBM 360 was the ultimate in computer power. Now the camcorder that you bought for several hundred dollars rivals the earlier computers in computing power. My new dual-band, battery-operated phone has more computing power than the first computer used by my company.

What does this mean? I don't know entirely. None of us knows the full impact of all this new and expanding technology. What I do know is that computer technology is growing rapidly. It most likely will have a tremendous impact on my organization and how we get our work accomplished. It cuts costs, adds speed, and increases production. It also adds

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① blur [blɔ:(r)] *n.* thing that appears hazy and unclean 模糊之物

complexity.

When I sit back and think about technology and the changes I've seen in the past 10 years and listen to technology specialists talk about the future I get exhausted. I can't even imagine all the implications, but what I do know for certain is that computer technology will shape how I get things done in the future. And I'd better be on top of it.

When you hire the best employees, you hire the people who can adjust quickly. This is crucial, because in the next century you will not have time to hire somebody to take care of a new problem that didn't exist a year earlier. The best way to deal with rapid change is to have the best minds on your team so they can *rapidly* deal with *rapidly changing* markets and technology.

Some of the giant corporations are getting behind the curve. Motorola, for some reason, did not anticipate the overwhelming demand for digital portable telephones. For years, Motorola was the dominant supplier of cellular① portable telephones. The Classic 5000 was the standard of high-tech and high-quality wireless communication.

But by 1998 that had changed. Digital technology was on the scene and grew very rapidly. According to reports, Motorola sales has declined, its stock value

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① cellular ['seljulə] *a*. of or consisting of cells 蜂窝的

is lower, it laid off 15,000 workers, and it is scrambling to re-estabhsh itself as a leader in portable phones, cellular or digital. The best minds were someplace else, or Motorola would have been ahead of the curve and used its giant resources to take digital technology to even greater usages.

The best way to prepare for rapid change is to have the best people already on board, those who can quickly adapt and make the necessary changes so that the company remains alive and well.

"It is essential that I have the best creative minds available," boasts Relationship Marketing Inc. founder and president Jim Lewis. "Without the best minds I have no one to prod[1] me into new directions, or keep me posted[2] on new technologies, or be ahead of the competition in delivering new concepts and abandoning worn-out ideas, or making sure that I don't get overly satisfied and stop growing."

What are "best minds?'

They are the minds that uniquely combine intelligence, information, and the skill set that enables them to apply information and knowledge to new and emerging problems. Experience in a given economic sector will not be as important as the ability to think and apply information in different ways.

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① prod [prɔd] v. into make a person do sth. 激励
② keep sb. posted: keep sb. informed of the latest developments 使某人不断获悉最新发展情况