

Hiring the Right Talent — First Time, Every Time

A new book offers a foolproof method to eliminate “hirer’s remorse” and boost the caliber of your team.

There are four qualities all exceptional job candidates share, regardless of their age, educational background, or workplace experience. These four qualities are nonteachable, and from a hiring manager’s point of view, they are also nonnegotiable.

In ***Hire on a WHIM: The Four Qualities that Make for Great Employees*** (Dog Ear Publishing, 2010), workplace productivity coach **GARRETT MILLER** presents a step-by-step process for screening job candidates for the four essential qualities. With his time-tested method, you will learn how to hire up — that is, improve your team’s average and skill sets — and avoid making costly hiring errors that waste precious time and resources. An end chapter devoted to college recruiting, contributed by college career services expert **DR. JIM THRASHER**, shows corporate clients how to use the WHIM method to identify college students who may be diamonds in the rough, and career services departments how to prepare students to meet corporate clients.

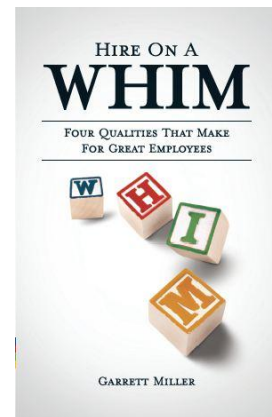
Hiring on a WHIM is not about hiring quickly; WHIM is an acronym for the four critical qualities every great hire shares:

W — work ethic
H — humility
I — integrity
M — maturity

Using Miller’s fresh and original approach to interviewing, you will learn to identify candidates who possess all four traits, and will have a highly efficient way to screen out all but the very top job candidates. These practical techniques take the guesswork out of the hiring process, boost retention rates, and create a workplace where newcomers are motivated, resilient, and smart.

Readers also learn:

- How to recognize your personal biases that may be closing the door on exceptional candidates
- A new way to find crucial information hidden in resumes — even those of college students who lack real-world work experience
- Interviewing tricks that uncover deep character traits and important background about the job interviewee
- How to develop priceless relationships with college career service teams and get the most out of job fairs
- How to turn your HR department into an efficient talent mining operation



“If I have three strong qualities but one weak or missing quality, I won’t hire the candidate. The problem isn’t *who* you’re hiring, it’s *what* you’re hiring.”
—Garrett Miller

- Second-interview techniques that help you verify or refute your decision, once and for all

This useful guide is also filled with ingenious tips for getting interviewees to reveal their true feelings, character, and intentions — such as posing the identical question in a second interview, pursuing an awkward or uncomfortable line of questioning, or knocking the candidate off balance by chatting in an informal setting, such as an elevator or coffee line.

Three types of readers will find this book highly useful: those who hire workers with experience, those who hire recent graduates, and those who are getting ready to interview for a job. ***Hiring on a WHIM*** is guaranteed to make you a smarter and better interviewer, but it also serves as an insider’s guide to what recruiters and employers are really looking for in an ideal job candidate.

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GARRETT MILLER is a workplace productivity coach and trainer, keynote speaker, and author of ***Hire on a WHIM: The Four Qualities that Make for Great Employees***. He is president and CEO of CoTria, a company that provides time-saving solutions to help clients manage more efficiently. During his previous 18-year business career in a Fortune 40 pharmaceutical company, Miller received over 33 awards for leadership, teamwork, and sales performance. He has extensive experience in hiring and training sales representatives, and has a strong reputation for his ability to attract and retain top talent.

Contributing writer **DR. JIM THRASHER** is the Director of Career Services at Grove City College. His department was recently ranked 17th in the nation by *The Princeton Review*. He is an internationally recognized expert in helping career service departments work more successfully with their corporate clients. Using the WHIM methodology, he has had noteworthy success motivating students to pursue their calling, and has helped countless grads find outstanding opportunities in national and international corporations.

“I like to see candidates that are busy finding what they are good at and what they enjoy. I call that being busy with a purpose.”

—Garrett Miller

We’ve all experienced that feeling of buyer’s remorse when what we bought isn’t as fabulous as we thought it would be. Many managers have a similar feeling, “hirer’s remorse,” after they extend an offer to a prospective employee and then get that small but unmistakable twinge of regret. What makes these four qualities essential — and eliminates hirer’s remorse — is that no matter how great a manager you are, these are attributes you can’t teach. They’re either part of the candidate’s DNA or they’re not.

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Q & A: Tips and Tricks for Interviewing Recent Grads

Adapted from *Hire on a WHIM*, by Garrett Miller

How far back in a young person's resume should you consider?

Start at the beginning of senior year in high school.

How important is GPA in determining an applicant's worthiness?

Grades matter when the subject is vital to the position for which you're hiring. Grades also reflect commitment and ability to learn. But if the candidate's activity level in college was high, put less weight on the GPA. Also, look for an upward trend — maybe she did poorly freshman year but improved steadily after that.

What do you look for in an applicant with no job experience?

Job history isn't a necessity for recent grads; *involvement* is. If the candidate wasn't working, check to see if she was volunteering or involved in extracurricular activities, such as clubs or athletic teams.

What can you learn about a candidate from his nonwork-related activities?

Look for activities that require commitment and dedication. Examples: varsity sports or semester-long activities such as debate club, drama club, or internships. Ask him to describe his activities. Was he learning new skills, and was he passionate about being exposed to new challenges and opportunities? Does he light up with emotion when he talks about those activities?

What type of questions do you ask a recent grad?

Ask how he feels about hard work — and ask for examples of jobs, classes, or activities that were stressful and difficult. Ask what he liked best and worst about these challenges. Ask him to name his most and least rewarding work experience.

How does a grad reveal her work ethic?

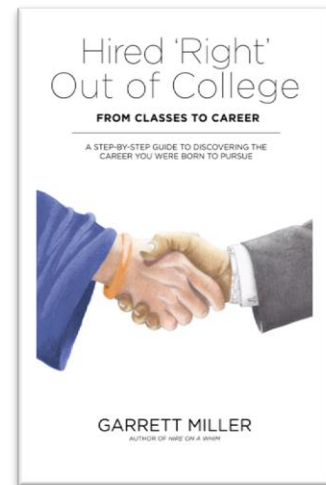
By getting the interviewee talking, you can gauge her motivation, intensity, and excitement by the way she tells her story. Look for students who were busy *with a purpose*. It's easy to be busy without personal growth.

How do you get a grad to reveal his level of integrity?

Ask about a difficult event or decision the candidate had to make, and look for moral conflicts in the decision-making process and in the choices that resulted. Ask how the candidate handled these. Let him tell you what he might have done differently.

What questions draw out a candidate's maturity?

When you picture yourself five years from now, what does the picture look like? What personalities do you have the most difficult time dealing with, and why? What event, good or bad, most affected your life, and why? What are some of your pet peeves — what frustrates you most and why? Also, ask the candidate about one of his great regrets in life and why he views it as such. For all of the above, listen for responses that reflect maturity and his view that



3 Red Flags

- The candidate has difficulty discussing himself and lacks excitement when telling his story.
- The candidate prefers to work alone, which may signal that he's less likely to seek advice.
- The candidate complains or feels bitter or victimized about a past mistake or regretful event.

they were opportunities to learn and grow.

How can you tell if a young job seeker has humility?

Ask questions that help you understand how she learns and works. Individually or in a team? Does she ask for help or go it alone? Ask for specific examples from a class, club, team, or other group setting. Ask her to talk about a time when she made an incorrect choice, and what she learned. Listen for words like, “I did my best,” as opposed to pointing fingers at others. Listen for signs that this person has the desire to learn and be taught.

Any more tips for interviewing a college grad?

Before you meet her in person, give the candidate some advice and see if she heeds it. For example, a part of the resume she might fix, or the appropriate attire to wear for your workplace. If you hear the name of a manager or boss from a past job during the interview, ask whether she minds if you call this person, and gauge her response. In subsequent interviews, ask the same or similar questions to ensure consistency. Give the candidate an assignment to see how she reacts, whether she completes it on time, and how well she follows directions.

The Candidate Checklist

How to be sure you're hiring the right person.

- Write down each of the four WHIM qualities — **W**ork ethic, **H**umility, **I**ntegrity, and **M**aturity — leaving space for notes.
- Have at least one example for each quality. If one seems weaker than the others, make a note to follow up with targeted questions in the follow-up interview.
- If you feel overly enamored with one or two qualities, and they overshadow a gap, you will regret it. Take a hard look at your instincts. What does your gut tell you?
- Take some time to review the candidate with a respected colleague. Ask him or her to “quiz” you about each of the four qualities. Encourage your colleague to “push” you.
- Even if you like this candidate, honestly assess whether he fulfills the skill sets your team needs or other nonnegotiables for the position.
- Be wary if you feel the candidate may lack a certain quality but has “potential” and are willing to work with him. If you believe that the WHIM qualities are nonteachable and nonnegotiable, why take the risk?
- In the second or third interview, meet the candidate in a new setting to knock her off balance and see different sides of her personality. New settings can create stress, which may illuminate some strengths or weaknesses.
- If you have any lingering doubts about the candidate, probe the area until you are thoroughly satisfied. You want to see if she is

“Let’s keep in mind that the qualities that we are looking for are a combination of nature and nurture, and by the time we see them they are well-established.”

—Garrett Miller

More Tips for Interviewing Recent Grads

- Ask about the candidate's worst grade and the circumstances surrounding it.
- Observe the candidate in a different setting, such as standing in line together or grabbing a coffee.
- Formulate some questions that might trigger a generational response — e.g., about poor reviews, disappointing grades, long work weeks, or projects that took more time than expected.
- Ask how much the candidate contributed financially to her own education.

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easily frustrated or uncomfortable.

- If you gave the recruit feedback or advice during the first interview, check to see whether he listened and acted on the suggestion.
- If your gut is telling you something isn't right, *listen!*
- Finally, let the recruit know you're not certain this is what he wants. Try to sell him out of the job enough to examine one last time whether he thinks it's right for him.

"*Hire on a WHIM* is a very good book and a quick read. I believe fielding the best team is 90% of the job. Managers, at every level must hire the right qualities in order to field the best team. *WHIM* will help managers succeed in this area. Garrett and Jim have done an excellent job of providing a simple framework on how to hire the right staff."

Ed Breen, CEO, — TYCO

"A must read for anyone who hires! A gem! Packed with sage advice and practical tips—this book will help you hire smart, honest, motivated winners."

Mike Song, coauthor — *The Hamster Revolution*

"With over twenty-two years of management experience at the district, regional and national level, I have been directly involved with recruiting and hiring hundreds of candidates. The successful hires all come down to the four key facets Garrett addresses. The challenge is how to uncover the candidate's strengths and weaknesses in these areas. Garrett has provided a realistic road map on how to get to these issues."

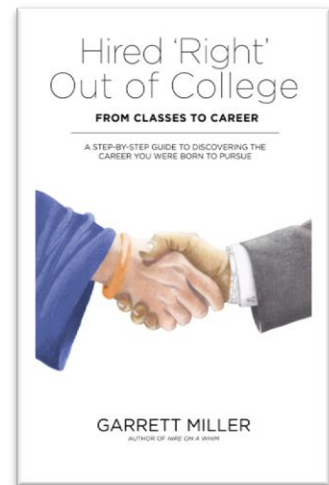
Russ Gasdia, Vice President of Sales and Marketing — Purdue Pharmaceuticals

"The two most important skill sets for any manager are hiring the right people and developing them to be successful. Garrett Miller and Jim Thrasher, do a tremendous job of bringing to life the characteristics every manager should look for when hiring. These principles are laid out in a clear and easily implemented format. Following and implementing the principles in this book will guarantee that you will build your team's foundation on solid ground."

Matt Kunzler, 16 year District Sales Manager — Industry Supplier

"If you want to be an amazing recruiter then read *WHIM* Garrett and Jim's ideas are so clear, concise and easy to understand. No matter what success I'm having as a recruiter, this book will make me better."

Chuck Sutton, Head of Recruiting — E&J Gallo and Sons



What You Can Learn from Meeting in the Cafeteria

- Watch for how the candidate reacts to others, especially those who serve.
- Does the recruit clean up after himself or expect others to do it?
- Does he gravitate toward those who serve others, or does he serve?