Most managers fail in the initial steps of hiring candidates because they do not take time to fully understand what is needed for success in a given position. They do not define the key competencies required to be truly effective on the job and achieve the desired outcomes.

Professional and managerial positions require continuous learners with the problem solving abilities to adapt to the changing nature of customers’ needs and expectations. Company hiring managers should be asking what skills, knowledge, and behaviors are required to be most effective in achieving the results that the company needs now and for the future.
Selection Tips for Talent Management Now and Into the Future

Managers need to have the courage and commitment to say “no” when a candidate does not show the qualities necessary for succeeding. When in doubt, keep looking. Expedient hires seldom have a long shelf life.

Making successful selection decisions requires patience, time, and hard work. Managers often want to fill openings too quickly so they can get on with their “real job”.

It is important to have choices when you are making a hiring decision. Having a minimum of three candidates allows you to contrast candidates’ strengths and weaknesses. (There are no perfect candidates!) It also gives you viable options when your first choice decides not to take the job.

You can learn a lot about candidates by observing how they handle the pressures of the selection and interview process. If they are difficult and have unreasonable demands, or do not treat lower level staff with respect, there is a high likelihood of this negative behavior being more troublesome once they are on board.

For key hires, it is important to meet with candidates multiple times to observe the consistency of their behavior in more than one setting. Some candidates are slower to warm up but go on to do an excellent job. Other candidates have good role-playing skills for the first interview, but lack substance and the ability to sustain a positive interaction over multiple interviews.

Critical thinking skills cannot be predicted or assumed as a result of an individual’s experience or educational background, nor can they be easily measured in the interview.

Sophisticated job candidates with good social and communication skills are adept at hiding their negative qualities in the interview, while the less socially skilled are often assumed to have fewer skills than they actually do.

Accuracy is greatly increased by combining interviewing with psychometric testing, references, and background checks. When all of these sources of information line up, there is a better chance of the candidate being successful.