

COMPOUNDING PHARMACY OWNER*SUMMIT

What You See is Seldom What You Get
*How Asking the Right Questions in the Interview Can Help
You Avoid a Lot of Heartache Later On*

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What You Will Learn Today...

- **The Unfortunate Truth in Hiring:**
 - What You See is Not Always What You Get
 - And Why...
- **Turning the Truth Around:**
 - The Keys to Successful Hiring
 - Interviews, and especially how well-crafted questions, are an integral component to successful hiring
 - The key areas to focus your questions
 - The key to structuring questions that obtain meaningful answers

Your Takeaways... Practical Solutions

- A proven hiring process...
- A straightforward process and agenda for conducting interviews...
- Sample Interview Questions...

The Unfortunate Truths...

Internet Search for “Common Mistakes in Hiring”

Common Hiring Mistakes To Avoid...

The 4 Most Common Hiring Mistakes

7 Common Hiring Mistakes (and How to Avoid Them)

8 Common Hiring Mistakes and How To Avoid Making Them

How to Avoid Common Hiring Mistakes

HR Pros Share 6 Common Hiring Mistakes to Avoid

10 Most Common Hiring Mistakes and How to Avoid Them

13 Common Hiring Mistakes and How to Avoid Them

How to Avoid the Biggest Hiring Mistakes

Over 60 Separate Articles on Hiring Mistakes on the
First Page Alone...

The Most Common Mistakes...

Lack of Role Clarity

Lack of Preparation / Process Development

Casting a too Narrow (or Wide) Net

Failure to Use (The Right?) Technology

Failure to Sell Culture / Look for Fit

Failure to Involve Staff

Trusting Your Gut / Feelings (Alone)

Hiring for Show

Interviewing (Process, Execution and Questions)

Failure to Set Them Up for Success

The Impact of Bias...



Keys To Successful Hiring (A Best Practice Process)...

1. Evaluate and Understand the Need
2. Understand Your Culture and Know Your Values
3. Develop a Position Description
4. Develop Pay Range and Benefits
5. Develop a Recruitment Plan
6. Develop a Screening and Interview Plan
7. Develop and Present the Offer
8. Develop and Execute an Onboarding Plan

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The Screening Process...

- **What:** A review of submitted application materials (resumes, cover letters, initial screening questions or tests, etc.)
- **Goals:**
 - Determine minimum/ideal criteria for going to next step in the process.
 - Focused on *what really matters*.
 - Developing a list of POTENTIAL candidates to take to next step (i.e., phone screen).
- **Not a method of selecting the candidate to hire.**

The Screening Process...

Evaluation Standards

- **Develop a Minimum Standard for...**
 - Skills
 - Experience
 - Education
- **Develop Standards for the Quality of Application Materials, including:**
 - Tailored vs. Generic Responses
 - Jargon and Buzzwords
 - Demonstrating Results
 - Ability to Communicate (as required)
 - Consistency and Completeness
 - All requested information provided
- **What Are Your Yellow or Red Flags?**
 - Yellow: A concern, need to clarify?
 - Red: An immediate disqualifier?

Screening Process Tips...

- **Remember to Check Your Biases**
 - It is about *what really matters*
- **Be Rigorous, Not Rigid**
 - Relevant or transferable skills and experience
- **Three Categories**
 - **Yes**, consider for next steps (i.e., phone screen) or further evaluation
 - **Maybe**, may be considered but missing some but not all standards, potential transferrable skills, maybe a yellow flag, no red flags, etc.
 - **No**, do not meet minimum qualifications
- **ALL applicants should receive a response!**

Improving the Odds... A Focus on The Interview

- **The Importance of a Phone Screen Interview**
- **Tools for Interviewing:**
 - An Agenda
 - Tips and Tricks
 - The *Key Focus Areas* for Your Questions
 - How to Structure Good Questions

Why A Phone Screen Interview?

- **What: A brief phone (or virtual) interview focused on KEY areas that determine who may or may not be a right fit.**
- **Purposes:**
 - To identify candidates who MAY make the final cut.
 - To identify candidates who certainly will NOT make the final cut.
 - Allow candidates to determine if they want to go to the next step.
 - Saves Time: Focuses in-person interviews on making a final decision with TOP candidates.
- **Keys:**
 - Consistent set of questions.
 - Focused on *what really matters*.
 - Be prepared (read their resume, clear your mind of bias).
 - How many are interviewed is determined by number and quality of applicants.

Areas for Phone Screen Questions

- A Sense of Who They Are...
- Availability and Flexibility...
- Salary Expectations...
- Candidate Interest...
- Company Knowledge...
- Resume Issues...
- What Questions They Have...

The In-Person Interview...

- **What:** An in-depth interview focused on *KEY areas* that determine who is the best candidate.
- **Purposes:**
 - To identify the candidate you would like to hire (or not).
 - To allow candidates to know if you are the right company for them.
- **Keys:**
 - Consistent set of questions.
 - Focused on *what really matters*.
 - Be prepared (read their resume, review phone screen answers, clear your mind of bias).

The Interview Agenda...

- **Welcome:**
 - Express Gratitude
 - Make Introductions
 - (Optional) Describe Role, Company, Culture, etc.
- **Set the Stage for Success:**
 - Describe the Interview Process
 - Set Objectives
 - Describe Potential Next Steps
- **Conduct the Interview:**
 - Ask Your Questions
- **Give Them the Floor:**
 - Ask What Questions They Have
- **Wrap Up:**
 - Sell a bit...
 - Indicate Next Steps and...
 - (If Known) Whether They Will Participate or Be Notified...
 - Genuinely Thank Them
 - Provide Contact Information

What Really Matters?

Determined Through the First 4 Steps of the Hiring Process:

1. Evaluate and Understand the Need
2. Understand Your Culture and Know Your Values
3. Develop a Position Description
4. Develop Pay Range and Benefits
5. Develop a Recruitment Plan

Creates Clarity of...

- Need
- Cultural Alignment
- Performance Expectations
- Pay
- Characteristics of Ideal Hire

Provides the focus needed to reduce bias...

The Key Areas To Focus Your Questions...

Area

To Explore...

What They Know...

About the Role
About Your Company

Demonstrate level of interest, excitement and understanding of and for role and company.

Level of Competency for Role in...

Knowledge
Skills
Experience

Demonstrate they have the KSE for the role or what training and development will be needed

Who They Are for...

Culture, Values, and Routine Fit
Motivation and Drive
Strengths / Areas for Improvement

Determine if they are a cultural and behavioral fit for your company, their level of self-awareness and openness, and their motivation and drive

Other Areas To Focus Your Questions...

Area

To Explore...

Questions from Application Materials

Provide reasonable answers to any questions from resume, cover letter, tests, etc.

Optional (As Appropriate)...

Opinion
Abstract
Brainteasers

When appropriate, assess opinions on matters applicable to the role, critical thinking, strategic thinking, etc.

Keys To Structuring Effective Questions...

- **Determine *What Really Matters***
 - In Performance (role alignment)
 - In Behaviors (values alignment)
 - In Cultural Fit
- **Use Open Ended vs. Closed Ended**
 - Elicits genuine / authentic answers
 - Elicits evidence of creativity, innovation, critical thinking, language skills, etc.
 - Elicits evidence of non-desirable behaviors, attitudes, and beliefs
 - Avoids getting the answer desired
- **Example Open Ended Question Starters:**
 - Tell me about a...
 - Give me an example of...
 - Describe a situation where...
 - How would you...

Interpreting Answers...

- **The 3 Ps:**
 - **Past:** Learned from experience, applicability to role
 - **People:** Impact they had/will have on people
 - **Personal:** Impact on them personally and professionally
- **STAR Method**
 - **Situation:** Clear, effective description relevant to question
 - **Task / Responsibility:** Clarity of what was expected/needed
 - **Action:** What action they took, led, or directed
 - **Result:** Clarity, relevance, value of result

Interviewing Tips and Tricks...

- **Check Your Biases at the Door**
- **Create the Right Atmosphere:**
 - Professional and Personal
 - Make it a Conversation – Answer their questions
 - Add Humor or Personal Stories (as appropriate)
 - Use Positive Body Language
- **Always Ask a Consistent Set of Questions**
- **Probe for Meaning Behind Answers**
- **Truly Listen**
 - Use Reflective Listening
 - 2 Ears, 1 Mouth – Use in this proportion
- **Always Ask for Their Questions (and be Prepared)**
- **Involve Staff**
- **Know the Laws Regarding Allowable Questions: Country and State**
- **Compare Notes and Evaluate Responses Promptly**
- **Group Interviews Close Together**
- **Follow-up With All**

Review

- **The unfortunate truth in hiring: What you see is often not what you get...**
- **Getting what you want requires...**
 - An Effective and Comprehensive Hiring Process
 - Preparation: Know what you want in Performance, Behavior, and Culture
 - Asking the Right Questions
 - Asking the Right Kind of Questions
 - Consistently Asking the Questions of All Candidates
 - Evaluating Consistently
 - Checking Your Biases at the Door

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Q & A...

Your Questions...

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How to get your takeaways...

Fill Out the Feedback Form to get...

A proven hiring process...

A straightforward process and agenda for
conducting interviews...

Sample Interview Questions...

Free Consultation and More...

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Thank You!
Connecting with me...

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