

THE ENTRELEADER'S GUIDE TO HIRING



The basics of hiring hold true whether you are just about to hire your first team member or you have a really large staff. Taking your time and holding out for the perfect fit is well worth the effort. As Dave says, “**When you work with fired-up, talented people who love what they do, you have more fun** than trying to gather a bunch of turkeys together and whip some work out of them. . . . Make sure you get the rock stars in and keep the turkeys out.” This guide is designed to help you do just that!

HOW TO HIRE CHAMPIONS

DANIEL TARDY, VICE PRESIDENT OF ENTRELEADERSHIP

Okay, I'll admit it. I'm extremely passionate about our company, our mission, and our crusade. I get excited about doing work that advances our cause. I love checking tasks off my list and keeping projects moving forward. But when it comes to interviewing new candidates for our team, the opposite is true. It can feel slow and tedious. There's too much to do, and I need someone now.

That's why I've learned to be super intentional when it comes to adding people to my team—scheduling time for interviews and making hiring part of my overall annual objectives. And each leader here does the same. We follow a twelve-step process to ensure that the right person with the right personality fills the right position. Yes, it takes time. But we're willing to say no to a good candidate while we wait for a great one to join the team.

Whether you have a building full of team members or you're looking for your first hire, the same holds true for you. Creating a team of champions is never easy. Go through the twelve steps, no matter how long it takes. Even if it feels like you're having a short-term setback, it's nothing compared to the setback you will have if you make the wrong hire.

HERE ARE A FEW TIPS TO REMEMBER WHEN IT COMES TO HIRING:

- When posting a position, give enough **INFORMATION** for candidates to rule you out without wasting your time.
- Word your posting in such a way as to attract the personality and **CHARACTER** traits you want. [Click here to see our example job postings.](#)
- Never sell a J-O-B. Always have an **OPPORTUNITY** available; sell work that matters.

12 STEPS TO A GOOD HIRE

Dave's hiring plan is intentional. But it wasn't always this way. After a number of missteps, Dave realized he needed to learn how to properly hire. He developed this twelve-step process to ensure that the right person with the right personality fills the right position.

1. PRAYER

Ask God to send who He wants to work with you—and ask Him to keep the crazies away.

2. GET REFERRALS

Post openings on your website and get referrals from your top team members.

3. 30-MINUTE DRIVE-BY INTERVIEW

The first step in our interview process is the quick get-to-know-you conversation. It quickly weeds out a lot of candidates.

4. RÉSUMÉ AND REFERENCES

We basically use references and résumés only for a perfunctory check and as a conversation starter.

5. TESTING TOOLS—THE DISC PROFILE

DISC gives us a quick look at the personality of the person and whether they will fit with a team.

6. DO YOU LIKE THEM?

Basic but true: don't hire people you wouldn't want to hang out with.

7. DO THEY LIGHT UP?

When you talk about a position, does the person get fired up? If there's no passion, don't offer a job.

8. PERSONAL BUDGET AND MISSION STATEMENT

Final candidates must send us their personal budget. We want to make sure they can live on what we would be paying them. Once hired, they must write a personal mission statement to remind them the new position they accepted is part of living their dream.

9. COMPENSATION CALCULATION, BENEFITS, AND POLICY REVIEW

Let the candidate know all you offer before you hire them. But if they're preoccupied with salary and benefits, it's not the job for them.

10. KEY RESULTS AREA (KRA)

Before a job is posted, write a detailed job description (KRA) showing what winning looks like. It's their guide for being successful at your company.

11. SPOUSAL INTERVIEW

As part of the interview process, you and your spouse should go to dinner with the candidate and their spouse. You'll learn more than you ever imagined.

12. 90-DAY PROBATION

Both your company and the new hire are in a trial period for three months. There's little obligation on either side's part.

THE TOP 10 INTERVIEW QUESTIONS YOU NEED TO ASK

As a small-business owner, interviewing potential candidates for a job should be one of your most important tasks. Winners always surround themselves with champions, and that starts with the hire.

Unfortunately, a lot of us don't even know where to begin. Besides the technical stuff, what questions do you need to ask your job seekers? And once you question them, how do you know what answers you're looking for? To help, we asked some of our top EntreLeaders who employ numerous rock-star team members their top queries and why they ask them. Check out their answers below.

THE QUESTION: What can I expect from you in the first 100 days on the job? — *Rebecca Henderson, Strategic Priorities Consulting*

WHAT I'M LOOKING FOR: It really helps them gel their thoughts, shows how they think under pressure, and reveals their plans for the future.

THE QUESTION: What does it mean to you to be on a team? — *Cheryl Todd, Pot of Gold Estate Liquidations/AZFirearms.com*

WHAT I'M LOOKING FOR: I listen for evidence they not only understand their responsibility to be a helper, but also that they are comfortable seeking out help from others.

THE QUESTION: Don't name names, but can you tell me about the best boss and the worst boss you've ever had? — *Tom Schwab, Goodbye Crutches*

WHAT I'M LOOKING FOR: It shows what they like and don't like in a working environment. It also often displays how much personal responsibility they take. How they describe their worst boss is key to seeing if they have a heart that is understanding, forgiving, and loving or if they are going to be mean, spiteful, and cancerous to our team.

THE QUESTION: How many pennies does it take to fill this room? — *Evan Doss, Summit Imaging, Inc.*

WHAT I'M LOOKING FOR: I'm usually hiring for computer help desk positions, so I'm looking for natural problem solvers. I'm searching for people to actually try and figure it out. Answers like "A lot" or "I don't know" are wrong answers.

THE QUESTION: It's not actually a question but a statement: Tell me about yourself. — *Aaron Walton, Edaptive Systems*

WHAT I'M LOOKING FOR: It's a common request and one every job candidate should be prepared to answer. The response should be well thought out and articulate, and it should cover why they feel they are a fit for the position they are interviewing for as well as an overview of their previous positions and why they left.

THE QUESTION: What can you do to help take our company to the next level? — *Fernando Saucedo, Aerostar Aerospace*

WHAT I'M LOOKING FOR: I ask this to hear any great ideas and to see if they have a vision for the future.

THE QUESTION: Describe a situation where you tried to “keep many balls in the air” at school or in your work life. What were you balancing and what did you do to successfully keep everything going? — *Adelle Fournier, Diabetes & Endocrinology Consultants*

WHAT I'M LOOKING FOR: I like to know if a potential team member can successfully handle an intense work environment.

THE QUESTION: What have you done to improve yourself in the last two years? — *Troy Meachum, ACR Supply Company*

WHAT I'M LOOKING FOR: I ask this question to see if the applicant has any desire to grow personally, professionally, or spiritually. At ACR Supply, we hire people who are humble, hungry, and smart, so we want to know if they have a healthy dissatisfaction with the status quo.

THE QUESTION: What is your personal mission statement? — *Kezia Rivera, Meier Plumbing*

WHAT I'M LOOKING FOR: Most people don't have one, so it puts them on their toes and really makes them think. I want to see how they process the question. Also, I am interested in what they think their purpose is and how it applies in their work style.

THE QUESTION: What can you tell me about our business? — *Cheryl Todd, Pot of Gold Estate Liquidations/AZFirearms.com*

WHAT I'M LOOKING FOR: It helps me determine if this is a well-thought-out decision to come and be a part of our team or if I am just one of many stops on their way to finding a J-O-B.

ACTION STEP

Interviewing potential team members is never easy. But with the right questions, a keen sense of the end goal, and a lot of practice, you'll soon become a pro. Begin by writing down at least two of your favorite questions from the above list. Keep them on your phone or in a file so they're easily available for your next interview with a potential team member. It's worth the few seconds it takes since asking the right questions is key to finding the perfect person for the job.

NEXT STEPS

To help you on your path to becoming a better business leader,
check out the resources EntreLeadership has to offer.

ENTRELEADERSHIP PODCAST

Our highly rated EntreLeadership Podcast features interviews with some of the top business and thought leaders across the country. [EntreLeadership.com/podcast](https://entroleadership.com/podcast)

ENTRELEADERSHIP NEWSLETTER

Watch your email inbox to receive Dave Ramsey's EntreLeadership newsletter twice a month.

ALL ACCESS

Want to put into place the principles you've learned today? All Access, our online coaching and community program, features all twenty EntreLeadership Master Series video lessons, weekly eCoaching with on-demand playback, Mastermind groups, expert interviews, video coaching tips, and tons of premium content. [EntreLeadership.com/allaccess](https://entroleadership.com/allaccess)

UPCOMING EVENTS

EntreLeadership 1-Day: [EntreLeadership.com/E1D](https://entroleadership.com/E1D)

EntreLeadership Summit: [EntreLeadership.com/Summit](https://entroleadership.com/Summit)

EntreLeadership Master Series: [EntreLeadership.com/EMS](https://entroleadership.com/EMS)