

## Making Better Decisions

### Lesson 5-2: Hiring and Firing People

#### Discussion Guide – Confidentiality Reminder

#### One Word Check-in

#### Update – Personal, Business, Leadership

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*“Here is a simple, rule-of-thumb guide for behavior: Ask yourself what you want people to do for you, then grab the initiative and do it for them. Add up God’s Law and Prophets and this is what you get.” Matthew 7:12 (MSG)*

**One of the most important tasks of any organization is hiring the best person for the position.** Good hiring decisions will increase the productivity of your organization, create a collaborative team environment and decrease the amount of firings/layoffs.

**The unprecedented changes in today’s hiring environment have made hiring more challenging than ever.**

The pandemic created a significant worker shortage in the US, resulting in a power shift from the employer to the employee and job candidates. Significant staff turnover in multiple industries led many companies to hire positions throughout their organization. Some companies increased salaries at unprecedented rates, both to keep current staff and to hire new staff. And to top it off, many people prefer working remotely instead of going into the office. This period of rapid change will likely continue as inflation increases and the potential for a recession looms.

**When you’re evaluating candidates for a position, look for individuals with integrity who are resourceful, hardworking and have passion for their work.** Resumes are a reasonable screening tool but can be a poor indication of a person’s potential. Here are some thought-provoking interview questions that reveal a lot about the person’s character and aptitude:

- “Describe a big work accomplishment that you’re most proud of in your career.”<sup>(1)</sup>
- “Tell me about a time when \_\_\_\_\_.”
- “When you decide to retire, give me the three adjectives you would most want people to use in describing your career.”

These questions can lead to great potential follow-up questions that reveal a lot about the person and how they think. As an example, when a hiring candidate answers a question, respond with, “Tell me more.”

**Firing people is necessary in any organization.** Every organization needs the right people sitting in the right seats on the bus. Organizations are responsible to their staff to put them in a position to succeed. There should be a process to help people succeed so there are no regrets by either party. When people are not able to succeed in your organization, it is best for them to find a place where they can succeed. But it is important that no one ever feels surprised when they are let go from an organization. They should be given objective feedback regarding performance and opportunities to correct deficiencies.

#### **Shared Experiences:**

- Can someone share their interviewing process and how they discern who to hire? What do you find are the most important questions to ask?
- Has anyone ever been fired or fired someone? How did it go? What did you learn from this experience?
- Can someone share mistakes they have made in hiring people and what they should have done differently?
- Has anyone ever helped someone succeed in another organization? What can we learn from your experience?

**Bottom line:** Staffing decisions can be some of the most challenging, but also most important decisions you make at your company. Loving people well in your work environment requires you to do your best to help people succeed, whether that is within your current organization or at another organization.

#### One Word Check-out

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#### Dig Deeper

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##### Want to learn more?

- *Article:* [The 1 Interview Question Managers Should Ask to Make a Fast Hiring Decision – It cuts to the chase to reveal a potential, great employee](#) by Marcel Schwantes, Inc. contributing editor
- *Podcast:* [Hiring the Best People](#) by Perry Noble Leadership Podcast
- *Article:* [Hire Slow, Fire Fast](#) by Greg McKeon published by HBR
- *Book:* [Good to Great: Why Some Companies Make the Leap and Others Don't](#) by Jim Collins
- *Article:* [Apple Secretly Uses These 3 Interview Tests to Easily Separate Candidates – To identify truly top talent, the tech giant looks to what many overlook](#) by Kelly Main published in Inc.com
- *Article:* [To Make Better Hires, Learn What Predicts Success](#) by Atta Tarki And Cade Massey published by HBR
- *Article:* [Viewpoint: Why Stellar Performance Should Not Justify Toxic Behavior](#) by Paul Falcone published in the Society for Human Resource Management (SHRM.com)

**This lesson barely scratches the surface of hiring and firing**, but it does give plenty of food for thought. Not every hire will be a good hire. The most challenging thing most leaders must do is dismiss someone from their job. It is hard on everyone, so we owe it to ourselves, our organization and the person we hired to do this with excellence. If we must fire someone, we must do it with compassion and accept that the organization likely made a hiring mistake as well. This will likely (almost certainly) be an emotional event for them that will affect them the rest of their life.