

Hiring Good People

1. How to hire inspiring people who will help to build your practice.
2. Save yourself and yourself endless misery in the hire-fire ratrace.
3. Latest estimates maintain that it costs between \$15,000 and \$18,000 to hire and train an **OUTSTANDING** orthodontic employee. You figure out how important it is to hire the best, leave the rest.

This will mean the difference between getting a mediocre person who drains you and a superb person who adds value and benefit not only to your practice, but to your life. When you hire a mediocre person, it can drain you emotionally. The person adds no pleasure or contribution to the team. It's just a drag and you don't look forward to coming to the office. **But when you hire an exceptional person, it's a joy...isn't it?**

A. THE INTERVIEW

First, the interview. Here's the short set of the questions that I have tailored down to an unparalleled precision.

The idea is to ask questions that encourage detailed responses.

1. What is your employment goal and how are you planning to develop your skills to reach that goal? (This question lets you know right away if the person you're interviewing is going to be a long-term employee. It also lets you know if he/she has a desire to work in your field on a permanent basis). This question alone has helped us to save many hours of time when interviewing. You can stop the interview right here if the person is not suited for the position.
2. Ask the applicant, If a patient called and made a disparaging remark such as "What's the matter? Don't you know anything?" How would you respond? (The best answer of remaining calm and agreeing with the "*patient is always right*" theory--lets you know if they can handle difficult situations).
3. What was the most stressful thing about your last job? How did you handle it? (This will give you a clue as to the emotional level of the person). For example, if an interviewee says, "answering phone calls, it was just overwhelming, " you know that this is a red flag. However another example would be if the person says, "redoing the same information over and over, but I figured out a way to put it

on the computer and save time, " you know this person is going to be good!

4. If there were three things you could change about your last job--what would they be? (This will help you to determine if the person is a complainer, trouble maker, makes disparaging remarks about his/her last boss--or if they are constructive, genuine, thought provokers or team builders. For example, if an interviewee says, "the boss' ideas didn't match mine," or "there were a lot of personality conflicts," you know these are red flags. However if they say, "we needed a different filing systems" or "more public relations activities" or "there was a lack of communication that needed to be addressed," then you know this person can be an asset to your team.

5. Give me an example in one of your past positions in which you had to do many different tasks at once. How did you handle them? (Ask for a specific example. At this time, you can determine whether the interviewee will be able to fit in your company's work environment). Again, this question can stop the interview and save time. We have been able to narrow down our candidates significantly with this question.

6. What is your greatest strength? (Make sure that the person gives you an answer that will add to the position that he/she is interviewing for).

7. What is your greatest weakness? (This time you want to make sure that the weakness will not affect the position in a major way. It's also a good sign if the person mentions that he/she is working on improvement and is open to suggestion).

8. How would your best friend describe you? (Ending with this interesting, very insightful question--usually throws them off. Give the person a few minutes to think about an answer. You're looking for qualities that may add to the job performance, such as punctuality, caring personality, loyalty, etc.).

These Power-packed questions are very revealing.

B. CHECKING REFERENCES

Then, be sure to check at least three references on the interviewee's list. In my opinion this is an art form too. There are interesting questions you ask. Calling someone in this litigation and risk averse era is a very challenging process. No one wants to say anything derogatory-- even if someone is less than satisfactory.

Here's my best experience recommendation on how to get a clear pulse on the true essence of what that perspective employee is really like when you're doing the reference call. Here are key questions to ask, and here's the order to ask them in:

- A. What are their strengths?
- B. What are their weaknesses?
- C. Why did they leave?
- D. How do they handle stress?
- E. How do they perform under pressure?
- F. Why did they leave?
- G. What is their work speed?
- H. Would you say they are more analytic or more amiable? I. How was their reliability (attendance record)?
- J. We are considering them for two positions, front office or back office? Where do you think they would fit in best?

Do not bait them unethically, but **extract clear insight** into the real attributes and character flaws or areas needing improvement. This technique has helped us to keep from hiring problem employees.

C. SKILL TESTING

****Along with the interview, our detailed skills test will prove which candidates are actually competent for the job. The skills test is effective in hiring front office and billing/collection staff.**

You know even if they're someone you're going to hire, you know what you're going to do to compensate for any areas needing improvement. You can then get the best performance from them and the **greatest value to you**.

We wasted or misdirected our efforts on many people who didn't work out before we were able to find a definitive approach that has incredible accuracy. If you've had difficulty finding suitable people or if you've had reluctance trusting your own intuitive abilities--it's hard today, not like it used to be--this test will help you.

Unintentionally or otherwise, applicants have become remarkably adroit in their ability to project the right kind of facade that accurately depicts who they really are -- isn't that true?

Your obligation to yourself and to them is to know as much as you can so that any union you make will be **productive** for both sides. The combination of the interview and the skills test will help you to locate outstanding team members for Your practice. I hope that you will be able to use these techniques for your benefit.