

Meals On Wheels

LEADERSHIP ACADEMY



From Survive to Thrive: Improving Your Skills as a Leader

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August 24, 2012, 9:00 a.m. - 10:30 a.m. ; 10:45 a.m. – 12:15 p.m.
2012 MOWAA Annual Conference
Gaylord National Harbor Hotel

Today's Session

Steve Miranda, SPHR, GPHR

During today's session, we'll cover:

1. **MANAGEMENT:** Our most important job.
2. **STYLE:** Is "How" is more important than "What?"
3. **DEVELOPMENT:** Darwin was right – Grow or Die
4. **SELECTION:** Quality In, Quality Out
5. **THE FUTURE:** It's already here

Today's Session

Steve Miranda, SPHR, GPHR

During today's session, we'll...

**Dive into the deep-end on some topics,
Wade to the middle on others, and
Stay in the shallows on the rest.**

3

To get started...

Steve Miranda, SPHR, GPHR

Let's warm up
our minds....

4

To get started...

Steve Miranda, SPHR, GPHR

Of numbers and such...

5

To get started...

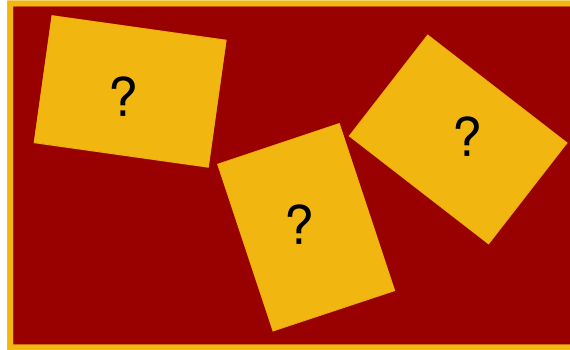
Steve Miranda, SPHR, GPHR

Grandma's Cake Conundrum

To get started...

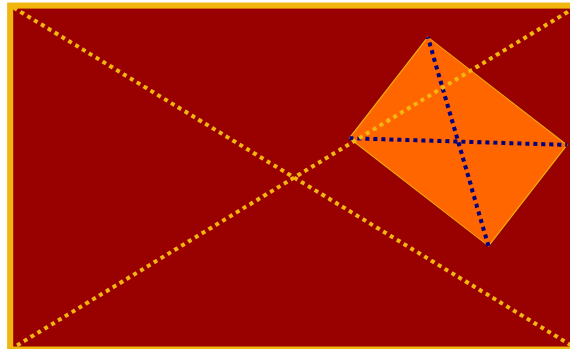
Steve Miranda, SPHR, GPHR

Grandma's Cake Conundrum



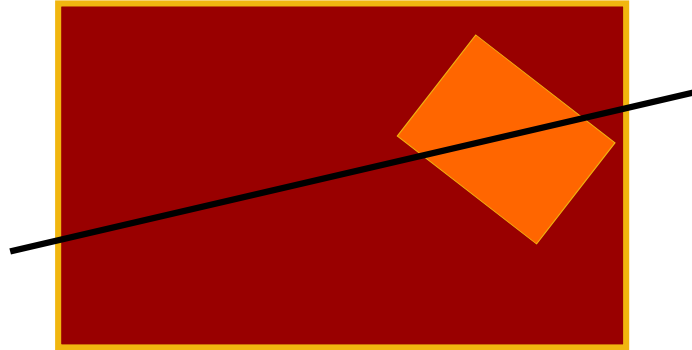
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Steve Miranda, SPHR, GPHR



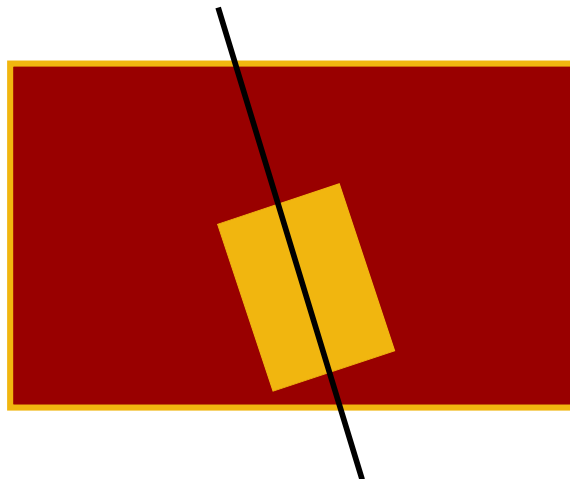
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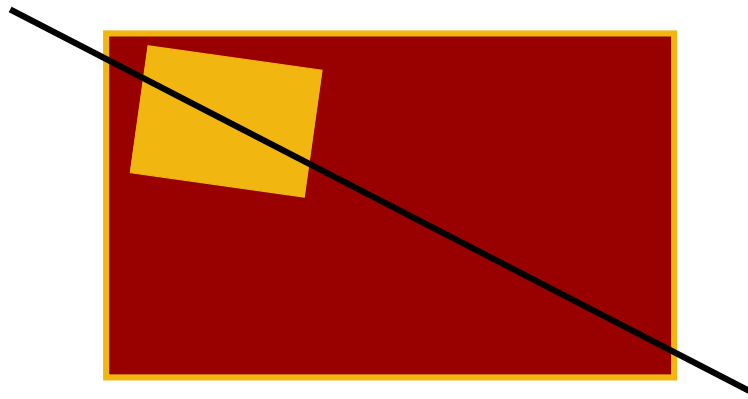
To get started...

Steve Miranda, SPHR, GPHR



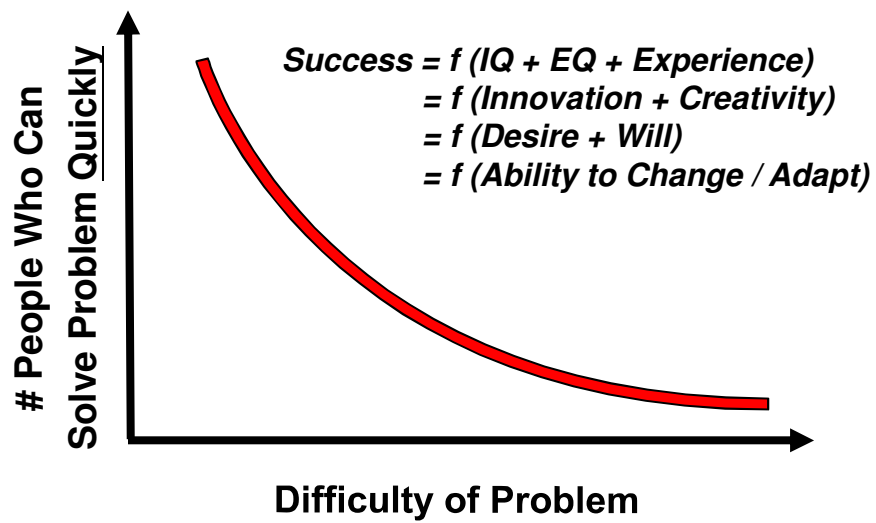
To get started...

Steve Miranda, SPHR, GPHR



Where Does Advantage Lie?

Steve Miranda, SPHR, GPHR



1. Management "Tips from the Trenches" AKA, What You Don't Know... Will Kill You

Steve Miranda, SPHR, GPHR

**When Dealing With Management Issues,
Remember Two Things:**

1) The Timeframe



2) **Over the long-run, people will almost never
remember what you said.**

**They will ALWAYS remember how you
made them feel.**

13

1. Management The Report Card *

Steve Miranda, SPHR, GPHR

**Your Child Brings Home the Following
Report Card**



History	A
English	A
Chemistry	A
Math	D
Phys Ed	A

Question: How do you have this conversation?

*From *Positive Leadership: Strategies for Extraordinary Performance*
-Kim Cameron

14

1. Management 10 Reasons You're Not the Boss *

Steve Miranda, SPHR, GPHR

- 1. You don't look the part.** It might seem superficial and unfair, but appearances really do count. You might get away with pushing your office's dress code to the limit, but it's probably impacting the way people perceive you and what opportunities you're offered.
- 2. You're terrible at time management.** Managers need to keep track not only of their work, but also keep track of other people's too. If you can't stay on top of your own projects, your employer isn't likely to have faith that you'll be able to monitor the work of an entire team.
- 3. You aren't very good at tough conversations.** A manager needs to have tough conversations, make decisions that may be unpopular, and enforce standards and consequences. If you shy away from difficult conversations - or the opposite, if you're too aggressive and confrontational in them - you likely won't be seen as manager material.

* From Management Consultant Alison Green 15

1. Management 10 Reasons You're Not the Boss *

Steve Miranda, SPHR, GPHR

- 4. You gossip or are part of a clique.** Managers need to be unbiased and objective—and not only that, they need to appear unbiased too. If you've already crossed professional boundaries within the office, it will be difficult to rebuild those lines as a manager.
- 5. You don't know how to prioritize.** Managers need to look at a landscape of dozens of possible projects and identify the most important ones to spend time and resources on—and then stay focused on those goals without letting distractions intervene. If you already have trouble figuring out the best place to spend your time, the problems would only compound.
- 6. You act entitled.** Entitlement from someone at a junior level is hard enough to deal with; entitlement in a manager is even worse. No employer wants to deal with a manager who thinks her department deserves a higher budget or more staff allocations than everyone else, or who tries to exempt himself from the policies and procedures that everyone else has to follow.

* From Management Consultant Alison Green 16

1. Management 10 Reasons You're Not the Boss *

Steve Miranda, SPHR, GPHR

7. You don't manage your own boss well. The ability to manage upward gets more and more important as you move up the ladder. If you're not skilled at managing your relationship with your manager now—including communicating well, getting aligned on expectations, and getting her what she needs in the manner she prefers it—it's likely to hold you back from higher-level roles.

8. You're a complainer. Managers need to have the maturity and perspective to understand how policies that might be annoying still serve the larger good of the company. They also need the judgment to raise concerns professionally and through the correct channels, rather than sharing them with anyone who will listen.

9. You do your job duties and nothing else. Average work might satisfy the requirements of your current job, but it's not enough to get you promoted. Promotions go to people who go above and beyond the minimum and seek out ways to improve constantly.

* From Management Consultant Alison Green 17

1. Management 10 Reasons You're Not the Boss *

Steve Miranda, SPHR, GPHR

10. You don't make your accomplishments visible. You might be doing a fantastic job, but if no one knows that, you won't be rewarded for it. So don't be shy about sharing accomplishments with your manager, whether it's rave reviews from a client or a tricky problem that you solved before it caused damage.

* From Management Consultant Alison Green 18

1. Management The Power of Language

Steve Miranda, SPHR, GPHR

Stop at the Curb!*



* From Sign of the Times, June 2012 19

1. Management The Power of Language

Steve Miranda, SPHR, GPHR

Telling people what you do NOT want them to do requires a two-step process.

First, the brain creates a picture of doing the forbidden action.

Then it has to create the reverse of that picture because that's what "don't" means!



* From Sign of the Times, June 2012 20

1. Management The Power of Language

Steve Miranda, SPHR, GPHR

Old Phrase

- *Don't forget your homework*
- *Don't drive above the speed limit.*
- *Don't shout when you're upset.*
- *Don't forget the grant application is due tomorrow.*
- *Don't forget to bring the handouts.*

New Phrase

- *Finish your homework*
- *Follow the speed limit.*
- *Keep your voice level when you're upset.*
- *Make sure the grant application is submitted by tomorrow.*
- *Please remember to bring the handouts.*

* From Sign of the Times, June 2012 21

1. Management Reducing Organizational Misunderstandings

Steve Miranda, SPHR, GPHR

1. **Assume NOTHING:** *Missing one small fact can sometimes change everything you "know" about a situation or subject.*
2. **Test EVERYTHING:** *Instantly believing something you saw or read leaves you very vulnerable to deception.*
3. **Have an OPEN MIND:** *Evaluate challenging new ideas before you dismiss them.*
4. **Study for YOURSELF:** *Investigate thoroughly, use multiple sources*

* From Sign of the Times, June 2012 22

1. Management Helping Employees Resolve Conflicts *

Steve Miranda, SPHR, GPHR

Stage 1

The Manager meets with each party privately to gather information.



- *What issues are disputed?*
- *What is each employee's perspective?*

* From Steven P Dinkin, SHRM Annual Conference Daily 6/25/2013

1. Management Helping Employees Resolve Conflicts *

Steve Miranda, SPHR, GPHR

Stage 2

*Formally prepare for the meeting
In advance. In writing!*



- *First, list the disputes. Are work styles, communications or interruptions on the table?*
- *Second, what is the emotional impact on employees? Consider respect, frustration or emotional blocks.*
- *Third, identify a neutral question you can post to break the ice at the joint meeting. (eg, "What personal goals brought you to the organization in the first place?")*

* From Steven P Dinkin, SHRM Annual Conference Daily 6/25/2013

1. Management Helping Employees Resolve Conflicts *

Steve Miranda, SPHR, GPHR

Stage 3

Conduct the joint meeting.

Frame issues in a neutral way.

Goals:

- *Get both employees to understand the other employee's perspective.*
- *Overcome long-held assumptions about the other.*
- *Get employees to understand the impact of their conflict on others.*

Remember that this is a 3-way conversation. Be clear in your statement of "And these are the expectations I have going forward."

* From Steven P Dinkin, SHRM Annual Conference Daily 6/25/2012



1. Management Helping Employees Resolve Conflicts *

Steve Miranda, SPHR, GPHR

Stage 4

Facilitate problem solving.

- *It doesn't have to be a compromise.*
- *Both sides CAN walk away feeling like they've succeeded.*

Create a SMART action plan

(Specific, Measurable, Achievable, Realistic and Timed)

At end of meeting, discuss what information will be disclosed to others.

Follow Up.

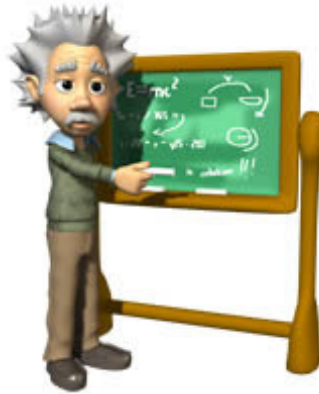


* From Steven P Dinkin, SHRM Annual Conference Daily 6/25/2012

1. Management Asking the Right Questions *

Steve Miranda, SPHR, GPHR

While many people believe it's the Leaders job to have all the answers, there is a strong case to be made that the overall health of most organizations could be dramatically improved if they focused instead on asking the six right questions.



* From Patrick Lencioni, SHRM Annual Conference Daily 6/26/2012

27

1. Management Asking the Right Questions *

Steve Miranda, SPHR, GPHR

- 1. Why do we exist? The answer defines an organization's purpose.***
- 2. How do we behave? This question addresses an organization's values.***
- 3. What do we do? This question describes the organization's mission beyond making money.***
- 4. How will we succeed? The answer defines the strategy.***
- 5. What is most important, right now? The answer provides a unifying thematic goal.***
- 6. Who must do what? This question addresses roles and responsibilities.***

* From Patrick Lencioni, SHRM Annual Conference Daily 6/26/2012

28

2. Style

Steve Miranda, SPHR, GPHR

AKA, Is “How” More Important Than “What”

29

2. Style

Steve Miranda, SPHR, GPHR

Your “style” will impact both your career path as well as how you are perceived (or not!) as a leader



Model from Center for Creative Leadership

2. Style

Steve Miranda, SPHR, GPHR

Remember: Style Is Always Interpreted Within the ***Context of Culture***

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Centralized vs. Decentralized Decision Making:

In some organizations the Executive Director makes all important organizational decisions.

In others, these decisions are diffused throughout the enterprise, and other managers actively participate in, and make, key decisions.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Safety vs. Risk:

In some organizations, decision makers are risk averse and have great difficulty with conditions of uncertainty.

In others, risk taking is encouraged, and decision making under uncertainty is common.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Individual vs. Group Rewards:

In some organizations, personnel who do outstanding work are given individual rewards in the form of bonuses and commissions.

In others, organizational norms require group rewards, and individual rewards are frowned upon.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Informal Procedures vs. Formal Procedures:

In some organizations, much is accomplished through informal means.

In others, formal procedures are set forth and followed rigidly.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

High Organizational Loyalty vs. Low Organizational Loyalty

In some organizations, people identify very strongly with the organization.

In others, people identify with their occupational group (eg, dieticians, kitchen personnel, volunteers).

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Cooperation vs. Competition

Some organizations encourage cooperation between their people.

Others encourage competition between their people.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Short-term vs. Long-term Horizons

Some organizations focus heavily on short-term horizons, such as short-range goals of program delivery or annual fund-raising.

Others are more interested in long-range goals, such as societal impact and sustained social change.

2. Style: Managerial Approaches Must Take The Organization's Culture Into Account

Steve Miranda, SPHR, GPHR

Stability vs. Innovation

The culture of some organizations encourages stability and resistance to change.

The culture of others puts high value on innovation and change.

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Leadership Components: Major Tasks of Organizational Leadership

- Vision – Establish general tone, direction
- Management – Set goals and focus resources
- Empowerment – Select and develop subordinates
- Diplomacy – Forge coalitions
- Feedback – Observe, listen, share information
- Entrepreneurialism – Find future opportunities

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Vision: Do You...

- Consider where your organization is and where it should be going
- Read other leaders' vision statements and think about the ways in which those vision statements drive organizations
- List the resources and the support needed for your vision to succeed
- Predict what the major barriers to progress might be and how they might be overcome
- Observe what other leaders in your environment are doing to create motivating visions and supporting goals.
- Stay** alert for events that might impede your progress
- Remain alert for opportunities

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Management: Do You...

- Evaluate the way your organization uses its resources and monitors progress towards its goals
- Think of and experiment with changes that might improve the way things are done in your organization
- Identify the operational and administrative problems that cause trouble and work with others to resolve them
- Use books, software, training programs, and personal organizers to improve the way you manage your time and organize yourself

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Management: Do You...

- Develop personal systems to organize information, documents, and files
- Discriminate between what you must do and what can be delegated
- Establish a system for monitoring progress, giving feedback and revising goals as needed
- Work with subordinates to set specific performance goals
- Set specific performance goals
- Meet your deadlines

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Empowerment. Do You...

- Pay attention to what seems to motivate the people around you
- For each subordinate, identify the primary motivator and provide it
- Involve your subordinates in setting the organizations goals, determining how to achieve them, making decisions, solving them
- Think of several ways to provide subordinates with education, training, travel opportunities, increased responsibility, and other learning activities

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Empowerment. Do You...

- Try to be understanding and support subordinates with external pressures
- Think of several ways to help those around you celebrate their successes
- Think of several ways to recognize, encourage, and support people with special talents
- Recognize when productive subordinates need to move on to other opportunities
- Focus on results, not process

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Diplomacy. Do You...

- Rate your interactions with others to determine how often you are in conflict
- Respect other people, even when you do not agree with them
- Think of several ways to develop positive relationships with people at different levels of your organization that may be of help to you in the future
- Expand your network of contacts by becoming active in professional organizations, civic and community groups, and other organizations
- Find ways to extend your friendships and professional acquaintances to people who are different from you
- Learn to listen actively

From Center for Creative Leadership

2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Feedback. Do You...

- Evaluate the way information is communicated within your organization
- Learn how to organize and present numerical data in a helpful way
- Learn how to give useful feedback that helps people know what they are doing well and upon what they need to improve
- Find opportunities in which to practice giving feedback (i.e., coaching, teaching)
- Develop systems for people to give and receive peer feedback in a helpful, non-threatening way
- Ask for feedback from subordinates and peers on your performance, and listen to what they have to say

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2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Entrepreneurialism. Do You...

- Examine several operational or administrative processes in your organization; Continually seek new, innovative, creative ways to do things
- List the obstacles that keep you from coming up with new ideas
- Keep a journal or file with new ideas, yours and others
- Notice which people seem to come up with good ideas and ways to promote them
- Learn and practice techniques for generating new ideas
- Practice selling your ideas to others
- Be willing to experiment and risk failure
- Persist in the face of failure; do not be easily discouraged

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2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Personal Style. Do You...

- Think through the need for and implications of legal behavior and ethical behavior
- Practice explaining your ideas and decisions in a way that helps people understand the reasoning behind them
- Increase your competence by honing your skills in core activities
- Take courses that increase your level of skill in tangential activities that may be important to your organization and maybe your career in the future
- Learn to express positive interpretations of events and develop your sensitivities to issues that are important to others

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2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Personal Energy. Do You...

- Eat a healthy diet
- Exercise regularly every day and get sufficient sleep
- Do not smoke or use drugs, and drink alcohol only in moderation
- Learn methods of controlling stress
- Periodically involve yourself in rigorous, and challenging activities

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2. Style: Leadership Is Complicated!!!

Steve Miranda, SPHR, GPHR

Multicultural Awareness. Do You...

- Seek activities that bring you into contact with individuals from different cultures or other countries
- Actively seek opportunities outside of work to travel, study, attend conferences, and work in other countries.
- Study another language, listen to music from other countries, and learn to recognize foreign symbols.
- Attend religious ceremonies for religions different from your own
- Attend ceremonies or celebrations held in various ethnic communities
- Study the histories of other countries

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2. Style: Derailment

Steve Miranda, SPHR, GPHR

Derailment

2. Style: Derailment

Steve Miranda, SPHR, GPHR

Derailment Profile

- Achieving a very high level, but not going as high as the organization expected
- Reaching a plateau, being demoted or fired, accepting early retirement, or having responsibilities reduced

Why Managers Derail

- The organization perceives a lack of fit between the manager's personal characteristics and skills, and the evolving demands of the job.

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2. Style: Derailment

Steve Miranda, SPHR, GPHR

Primary Reasons for Derailing

1. Inability to change and adapt during a transition
2. Problems with interpersonal relationships
3. Failure to build and lead a team
4. Failure to meet organizational objectives

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2. Style: Derailment

Steve Miranda, SPHR, GPHR

1 - Inability to Change or Adapt During a Transition

- Failure to adapt to a new boss
- Over-dependence on a single skill or failure to acquire new skills
- Inability to adapt to the demands of a new job, a new culture, or changes in the market

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2. Style: Derailment

Steve Miranda, SPHR, GPHR

2 - Problems with Interpersonal Relationships

Personality (style!) seen as:

- Manipulative
- Insensitive
- Critical
- Demanding
- Authoritarian
- Self-Isolating
- Aloof

From Center for Creative Leadership

2. Style: Derailment

Steve Miranda, SPHR, GPHR

3 - Failure to Build and Lead a Team

- Fails to staff effectively
- Does not manage subordinates
- Demonstrates poor leadership skills

From Center for Creative Leadership

2. Style: Derailment

Steve Miranda, SPHR, GPHR

4 - Failure to Meet Objectives

- Lacks follow-through
- Shows too much ambition and hoards projects
- Renders poor performance

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2. Style: Derailment

Steve Miranda, SPHR, GPHR

How Derailed Leaders Differ from Successful Ones

Derailed Leaders:

- Unable to develop or adapt
- Poor working relations
- Unable to build and lead teams
- Fails to meet business objectives

Successful Leaders:

- Able to develop or adapt
- Establishes strong relationships
- Builds and leads teams
- Meets business objective
- Solves problem
- Shows ambition
- Takes risks

From Center for Creative Leadership

2. Style: Derailment

Steve Miranda, SPHR, GPHR

Events that Can Expose Flaws

- A change in boss
- A radically different job
- A reorganization/culture change
- A performance problem handled ineptly
- A clash with a boss or peers
- A trail of little problems/bruised people
- A failure to learn from mistakes
- Overusing strengths
- Going it alone

From Center for Creative Leadership

3. Development

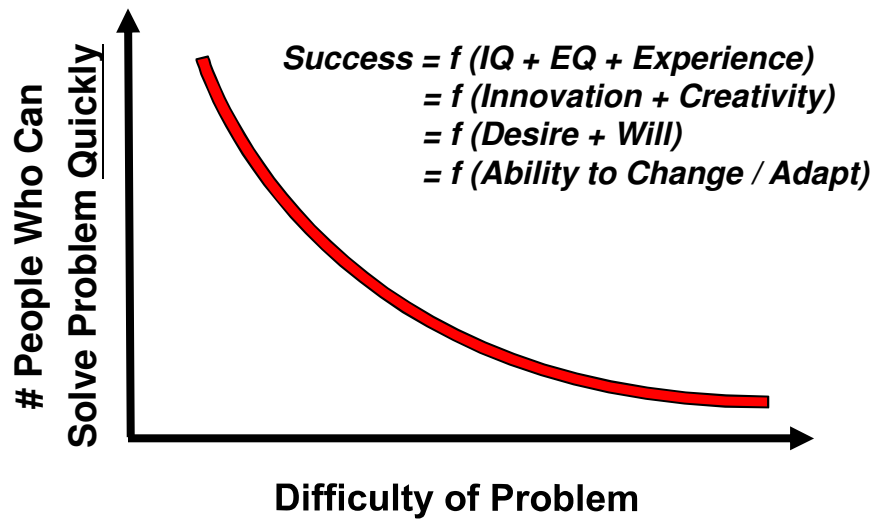
Steve Miranda, SPHR, GPHR

AKA, You Against The World!

61

3. Development: Remember This Graph?

Steve Miranda, SPHR, GPHR



3. Development: Let's Look at it in a Different Way

Steve Miranda, SPHR, GPHR

- # People
- V
- F

$$\begin{aligned} \text{Success} &= f(\text{IQ} + \text{Experience}) \\ &= f(\text{Intelligence} + \text{Creativity}) \\ &= f(\text{Skill} + \text{Will}) \\ &= f(\text{Adapt}) \end{aligned}$$



**The 1st Key
Message of
Development?
Grow or Die**

**Knowledge and Skills HAVE A HALF-LIFE
Accept It - Deal With It!**

33

3. Development: Let's Look at it in a Different Way

Steve Miranda, SPHR, GPHR



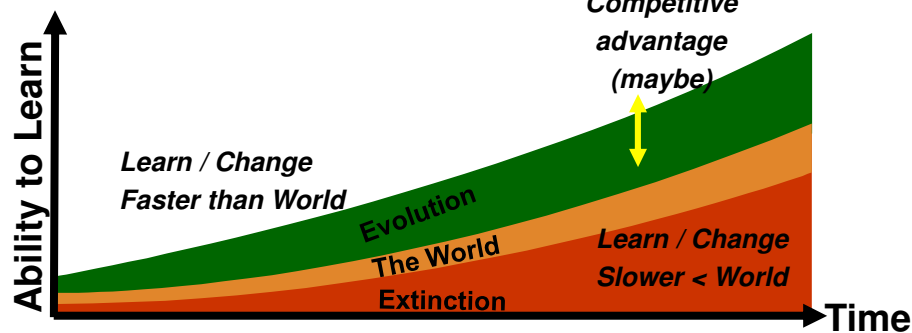
**The 2nd Key
Message of
Development?
Differentiation
Pays Off**

**Q: How Much are You "Worth?"
Get Real: It's Not Personal – It's "Business"**

34

3. Development: Why Is This So Very Important?

Steve Miranda, SPHR, GPHR



A significant shelf-life only remains for the knowledge, skills, ideas, values and competencies which allow us to influence the future.

Eddie Obeng, New Rules for the New World 65

3. Development: Why Is This So Very Important?

Steve Miranda, SPHR, GPHR

Penzias Axiom

**Those who stand
between a technology
center and a customer
will ultimately lose
their jobs.**

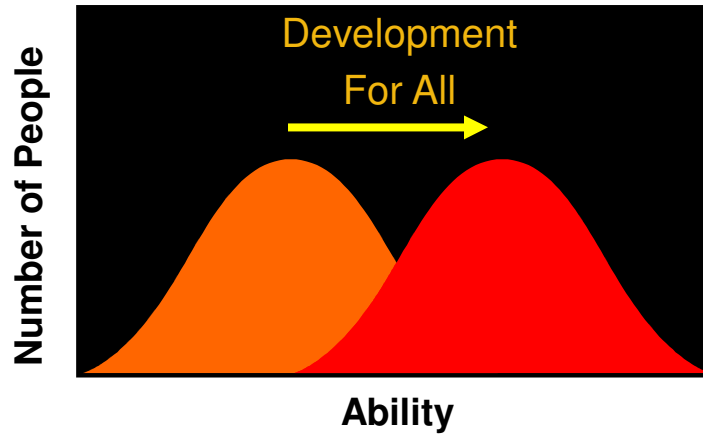
Arno Penzias

Lucent Technologies Nobel Laureate

66

3. Development Equal vs. Fair: Where Should You Focus?

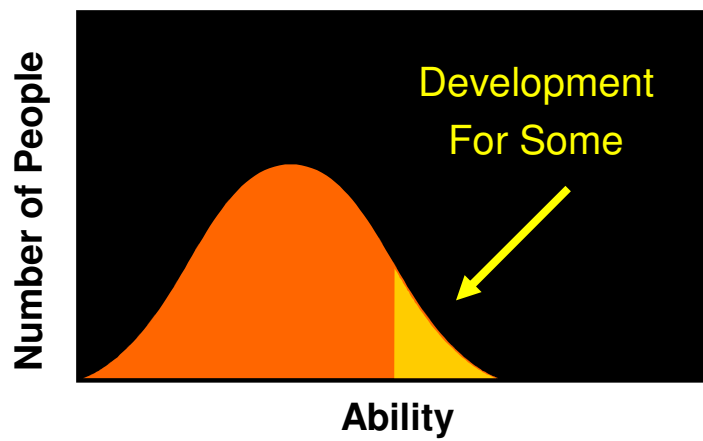
Steve Miranda, SPHR, GPHR



67

3. Development Equal vs. Fair: Where Should You Focus?

Steve Miranda, SPHR, GPHR



68

3. Development Remember: You Are The Organization!

Steve Miranda, SPHR, GPHR

A Quick Exercise: My Worst Boss - EVER!



69

3. Development

Steve Miranda, SPHR, GPHR

Varieties of Experience

<u>Hardships</u>	<u>Challenging Assignments</u>	<u>Learning from Others</u>	<u>Other Events</u>
<ul style="list-style-type: none">• Business Failures and Mistakes• Demotions, Missed Promotions, Lousy Jobs• Personal Trauma• Employee Performance Problems• Downsizing	<ul style="list-style-type: none">• Scope• Fix-It• Line to Staff• Projects/Task Forces• Breaking a Rut	<ul style="list-style-type: none">• Values Playing Out• Role Models• Mentors• Peers	<ul style="list-style-type: none">• Coursework• First Supervisory Experience• Early Work• Purely Personal• Feedback• Business Success

4. Selection – Quality In, Quality Out

Steve Miranda, SPHR, GPHR

AKA, How Do We Get Who We
Really Want / Need?

71

4. Selection: A Simple Factoid

Steve Miranda, SPHR, GPHR

The surprising finding: The typical interview increases the likelihood of choosing the best candidate by less than 2%. *

In other words, if you just "flipped" a coin you would be correct 50% of the time. If you "added an interview" you would only be right 52% of the time!

***Our session today will focus
On how to improve your odds!***

* John and Rhonda Hunter at The University of Michigan on the 'Validity and Utility of Alternative Predictors of Job Performance'

72

4. Selection: Interviewing Objectives

Steve Miranda, SPHR, GPHR

So, Why conduct employment interviews?

- The interview is a critical part of the employee selection process.
- Interviews provide employers with the opportunity to appraise an applicant's skills, experience and overall fit.
- On the flip side, interviews offer applicants an opportunity to learn about the job, the organization and the culture in order to determine if their needs and interests will be met.
- Opportunity to assess both skills AND behaviors

73

4. Selection: Interviewing Objectives

Steve Miranda, SPHR, GPHR

Benefits of conducting employment interviews include:

- Determining if a candidate's skills and competency level meet job requirements
- Determining the candidate's fit in the organization's culture
- Communicating and clarifying the responsibilities and expectations of the position

74

4. Selection: Common Interview Approaches

Steve Miranda, SPHR, GPHR

- Telephone Pre-screen
- Directed Traditional (one-on-one)
- Structured/Unstructured
 - Behavioral
 - Competency
- Situational
- Realistic Job Preview (RJP)

75

4. Selection: Telephone Pre-screen

Steve Miranda, SPHR, GPHR

Benefits of conducting pre-screening phone interviews:

- Allows employers to assess the applicant's general ability to work with and relate to others
- Provides an opportunity for further clarification of the applicant's resume.
 - For example, a person may have gaps between jobs. The phone interview can be an extremely efficient tool to ask about job changes or gaps in employment.

The phone interview can also be the vehicle to quickly assess the applicant's salary requirements.

*Tip: Make efficient use of your time - During a phone **pre-screen interview**, be sure to ask enough questions to determine whether the applicant is in fact a viable candidate for the position.*

76

4. Selection: Directed Traditional Interview (one-on-one)

Steve Miranda, SPHR, GPHR

There are three main formats that most one-on-one employment interviews follow:

- Behavioral.** This is a traditional technique for assessing a candidate's suitability for the position by reviewing past experience, personal attributes, and skills in relation to the job specification.
- Competency-based.** This style of interview focuses specifically on the skills needed for the job, which comprise the criteria against which applicants are measured.
- Situational.** This type of interview examines how applicants would react in a specified job situation.

77

4. Selection: Structured / Unstructured Approaches

Steve Miranda, SPHR, GPHR

*Interviews can be approached in a **Structured** or **Unstructured** manner.*

Structured approach:

- Standard set of questions that are asked of all * applicants.
- Where appropriate, it makes it easier to evaluate and compare each applicant fairly.

Unstructured approach:

- Questions can be changed and tend to be more open-ended.
- Can reveal more about the specific applicant.

78

4. Selection: Behavioral Interviewing

Steve Miranda, SPHR, GPHR

Behavioral Interviewing is focused on how the interviewee acted in specific employment-related situations

Assumption: How you behaved in the past will predict how you will behave in the future.

Sample Behavioral Question Checklist (see handout)

79

4. Selection: Competency- Based Interviewing

Steve Miranda, SPHR, GPHR

Competency Based interviews are similar to behavioral interviews, but questions focus on specific competencies or skills required for the job (eg, teamwork, innovation, communication).

Samples of Competency Based questions are in handout

80

4. Selection: Situational Interviewing

Steve Miranda, SPHR, GPHR

Situational interviews differ from behavioral interviews in that behavioral interviews focus on past experience and behavior, while situational interviews focus on what the applicant would do in a given situation.

Samples of Situational interview questions are in handout

81

4. Selection: Realistic Job Previews (RJPs)

Steve Miranda, SPHR, GPHR

What is an RJP and why are RJPs important?

A Realistic Job Preview (RJP) is a recruiting approach that is designed to communicate both the desirable and undesirable aspects of a job before an applicant has accepted a job offer.

82

4. Selection: Realistic Job Previews (RJPs)

Steve Miranda, SPHR, GPHR

What is an RJP and why are RJs important?

One extensive study on the impact of RJPs suggests that two match-ups occur when a new person is hired.

First, the employer matches its job requirements with the individual's qualifications

Second, the individual matches his/her human needs with the organizational culture, *the mission* and the specific job's requirements.

The first match probably has the greatest impact on performance while the second match has the greatest effect on satisfaction and tenure.

83

4. Selection: Realistic Job Previews (RJPs)

Steve Miranda, SPHR, GPHR

How are RJPs Used?

- Designed to communicate both the desirable and undesirable aspects of a job to an applicant
- Can be found in a variety of formats, including videos, verbal presentations, job tours, and written brochures
- Can be used in conjunction with a one-on-one interview

Benefits of RJPs

- Encourage uncertain applicants to self-select out of the process
- Ensure applicants have a true understanding of the job
- Can reduce turnover of new employees and improve job satisfaction of those hired

84

4. Selection: The Interview: Two “Group” Approaches

Steve Miranda, SPHR, GPHR

The Panel Interview

- Multiple interviewers meet with the candidate simultaneously (may not be the norm for MOWAA)

The Team Interview

- Multiple interviewers meet with the candidate at different times, usually on the same day or across a series of sessions.

85

4. Selection: Preparing for the Interview

Steve Miranda, SPHR, GPHR

Checklist to prepare for interviewing:

- Using the job description, rank the most important qualities, experiences, education, and characteristics that your successful candidate will possess.
- Devise a list of qualities, skills, and experience to use to screen resumes and job interview candidates.
- Decide what type of interview process you will be using
- Review the job description and candidate’s resume beforehand. (More on checklist in handout)

86

4. Selection: Interviewing Advice and Techniques

Steve Miranda, SPHR, GPHR

Optimizing the interview process

Practical tips:

- Type of interview
- Open-ended questions
- Interview for results, not activities.
- Fit with your organization's culture

More tips in handout

87

4. Selection: Conducting the Interview: Building Rapport

Steve Miranda, SPHR, GPHR

Tips for Building Rapport

Statements to Build Rapport

*Always Remember: While You're Evaluating Them,
They're Evaluating Your Organization AND You!*

88

4. Selection: Conducting the Interview: Questions

Steve Miranda, SPHR, GPHR

When questioning applicants:

- Start with easy questions and gradually build to more difficult or searching questions.
- Don't lead, prompt, interrupt, or help the candidate find an answer.
- Avoid facial expressions that lead to an answer.
- If necessary, repeat the question, but try not to rephrase it.
- Prepare questions in advance to ask each applicant.

89

4. Selection: Conducting the Interview: Close-Ended Questions

Steve Miranda, SPHR, GPHR

A close-ended question limits applicants to a specific, factual answer, or a yes/no response.

Positive Aspects of Close-Ended Job Interview Questions

Negative Aspects of Close-Ended Job Interview Questions

Examples of Closed-Ended Questions

- When did you leave your last job?
- Did you have a productive relationship with your previous manager?

90

4. Selection: Conducting the Interview: Open-Ended Questions

Steve Miranda, SPHR, GPHR

An **open-ended** question gives the candidate the opportunity to add details and context to their answer.

Positive Aspects of Open-Ended Job Interview Question

Negative Aspects of Open-Ended Job Interview Question

Examples of Open-Ended Questions

- Why did you leave your last job?
- Tell me about your relationship with your previous manager . . . How was it productive? . . . How could it have been improved?

More in handout

91

4. Selection: Conducting the Interview: Probes

Steve Miranda, SPHR, GPHR

Probing is a way to follow-up when we do not fully understand a response or when we want to obtain more specific or in-depth information from the applicant.

Examples:

- Could you please tell me more about...
- I'm not quite sure I understood ... Could you tell me some more?

More in handout

92

4. Selection: Legal Considerations

Steve Miranda, SPHR, GPHR

Federal law regulates the types of questions that can be asked of an applicant during an employment interview.

Questions relating directly or indirectly to age, sex, race, color, national origin, religion, genetics or disabilities should be avoided entirely.

93

4. Selection: Legal Considerations

Steve Miranda, SPHR, GPHR

Federal laws that have an impact on recruiting, selection and interviewing include:

- Title VII of the Civil Rights Act of 1964
- Age Discrimination in Employment Act (ADEA)
- Americans with Disabilities Act (ADA)
- Genetic Information Nondiscrimination Act (GINA)
- Immigration Reform and Control Act (IRCA)
- National Labor Relations Act (NLRA)
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Bankruptcy Act
- Child Support Enforcement Amendments

94

4. Selection: Legal Considerations

Steve Miranda, SPHR, GPHR

State laws can be broader in scope than the federal laws.

Many states have protections that are in addition to those offered by federal law.

Know your state employment laws.

95

4. Selection: Interviewing Pitfalls to Avoid

Steve Miranda, SPHR, GPHR

Interviewers should avoid:

- Asking improper interview questions (i.e. age, marital status, national origin, etc.)
- Making discriminatory statements
- Making statements that could be construed as a binding contract.
- Overselling the job
- Engaging in too much small talk

96

4. Selection: Questions You Can NOT Ask

Steve Miranda, SPHR, GPHR

*Examples of questions you should **NOT** ask during an interview:*

- Are you a U.S. citizen?
- Are you married?
- What is that accent you have?
- How old are you?

97

4. Selection: Questions You **CAN** Ask

Steve Miranda, SPHR, GPHR

During telephone pre-screens:

- What was the name of previous employer, job title and description, dates of employment.
- Why are you leaving your job?
- What are your salary expectations?
- This job requires the individual to travel XX% of the time. Will that be an issue for you?
- What are you looking for in your next job? What interests you about this job?
- What applicable attributes / experience do you have?

98

4. Selection: Questions You CAN Ask

Steve Miranda, SPHR, GPHR

During face-to-face interviews:

- How would you describe yourself?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- Have you ever had difficulty with a supervisor? How did you resolve the conflict?
- What's more important to you -- the work itself or how much you're paid?
- Why did you decide to seek a position in this (company)*?
- What two or three things are most important to you in your job?

99

4. Selection: Questions You CAN Ask

Steve Miranda, SPHR, GPHR

During face-to-face interviews (continued)

- How well do you work with people? Do you prefer working alone or in teams?
- How would you evaluate your ability to deal with conflict?
- In what kind of work environment are you most comfortable?
- What do you consider to be your greatest strengths and weaknesses?
- In what ways do you think you can make a contribution to our program?

More in handout

100

4. Selection: Conducting the Interview: Listening Effectively

Steve Miranda, SPHR, GPHR

Effective listening is *key* to an effective interview.

Some tips for effective listening include:

- Minimize internal and external distractions
- Focus only on what the applicant is saying and respond appropriately
- Listen to the full answer before preparing your next question
- Clarify the answers you receive. If you need more specific information, ask.
- When possible, paraphrase answers.
- Confirm the accuracy of your understanding
- Watch facial expressions/body language

101

4. Selection: Documenting / Note-taking

Steve Miranda, SPHR, GPHR

Notes can be made during or immediately after the interview

Notes should NOT be made on the resume or employment application

Keep comments to the applicant's relevant skills and experience. Do not make notes about the applicant's appearance or any other factors that might be considered discriminatory (e.g., age, race, ethnicity, etc.)

102

4. Selection: Closing the Interview

Steve Miranda, SPHR, GPHR

Tips for closing an interview

- Ask if there is anything else that the candidate would like to tell you about his or her qualifications.
- Ask if the candidate has any questions
- Provide documents describing your company and benefits
- Ask if the candidate is interested in the job based on the information you've provided during the interview
- Ask about the candidate's availability.
- Ask for a list of individuals to be contacted for references.
- Explain the timeframe for the remainder of the interviews and the selection process.
- Notify the candidate of when to expect further contact from you.**
- Walk the candidate to the door and thank the candidate for the interview.

103

4. Selection: In a Nutshell...

Steve Miranda, SPHR, GPHR

- Be prepared - You expect the candidate to do their homework on your organization. Do your homework on them.
- When interviewing candidates, be personable and professional.
- Don't read from a list of 'canned' questions during an interview. Use a process but don't be a slave to it.
- It's important to probe into the background of the candidate.
- Have a conversation with the candidate...don't talk 'at' them.
- If you are not the hiring manager, understand the role that the candidate is interviewing for.
- At all times, remember that at the same time that you are assessing the candidate, so too are they assessing you.

104

5. The Future

Steve Miranda, SPHR, GPHR

AKA, That's SO 10-Seconds Ago...

105

5. The Future

Steve Miranda, SPHR, GPHR

The **future** is
already here.
It's just not evenly
distributed yet

William Gibson

106

5. The Future

Steve Miranda, SPHR, GPHR

Results Only Work Environment (ROWE)

- Employees evaluated on performance, not presence.
- People focus on results and only results.
- Goal is to increase the organization's performance while simultaneously cultivating the right environment for people to manage all the demands in their lives...including work.

107

5. The Future

Steve Miranda, SPHR, GPHR

Pay Transparency – The Future of Compensation Management?

- Dodd-Frank bill requires far greater levels of transparency related to executive compensation
- Norway: Everyone's income (and taxes) is public
- **Question: What kind of work environment would exist within an organization that only hired employees who were willing to have their salary information made available to their coworkers?**

108

5. The Future

Steve Miranda, SPHR, GPHR

The “Buy Vs. Build” Decision.

- Will the “need for speed” result in recruitment becoming more important than development?
- Does the workforce start to morph into what Dan Pink referred to as a “Free Agent Nation”
- See www.freelancer.com for a wakeup call!

109

5. The Future

Steve Miranda, SPHR, GPHR

Social Media

- Will Social Media platforms such as Linked-In and Facebook make job-boards obsolete?
- Is an organization who is not embracing social media as a management tool doomed to extinction?
- Or... is this all just a passing fad – like the CB radio or Betamax tapedeck!

110

From Survive to Thrive: Improving Your Skills as a Leader

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For

