



ETIQUETTE
REVOLUTION

**THE DEFINITIVE GUIDE TO HIRING
THE MOST CONFIDENT, TALENTED, AND
HUMBLE PEOPLE**

“Etiquette is an overlooked and lost art
in the interviewing process.”

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“WHEN WE MEET SOMEONE NEW, WE QUICKLY ANSWER TWO QUESTIONS: CAN I TRUST THIS PERSON AND CAN I RESPECT THIS PERSON?”
~ AMY CUDDY

First impressions count. The research is there, the experts agree, and the online resources and books sold on the topic are endless! So why do we continue to be plagued with a lack of understanding of the perceptions and the making of a positive first impression?

Targeting this question within the corporate culture, the goal of THE DEFINITIVE GUIDE TO HIRING THE MOST CONFIDENT, TALENTED, AND HUMBLE PEOPLE aims to examine and bring awareness in how hiring managers can rethink the value of “first impressions” as a BUSINESS ETIQUETTE solution to attract new talent.

It’s a fact—jobs are scarce. It’s also a fact that **recruiting new talent has become even more perplexing and frustrating in the Millennial Age** (*this is a challenging topic for another time*). And while hiring managers and recruiters sort through mounds of resumes to pick the best and brightest, so too is the job seeker unwilling to settle for just (any-ole) job; the company



must fit in with their lifestyle needs and financial demands—even in a down economy.

In this guide, we will examine the traits of exceptional employees and how not to hire “Backwards”. Utilizing business etiquette techniques, we will provide check-lists along with phone and in-person scripts.

Incorporating business etiquette in the recruiting strategy will reflect well on your organization beyond the scope of just getting a position filled. If done correctly, it has the potential to **positively influence your company’s corporate culture and enhance your brand’s reputation.**



ONE OF THE MAIN CHALLENGES THAT BUSINESSES FACE TODAY IS HOW TO HIRE GREAT PEOPLE.

6 QUALITIES OF A GREAT EMPLOYEE

One of the main challenges that businesses face today is how to hire great people. The key to success in this area is having an **organized, repeatable process** *plus* **established methods** for determining if someone is a good "fit" for you and vice versa.

Marketing also plays a significant role in the hiring process. After all, you are marketing yourself to a prospective employee *(through your company's culture, reputation, experience and advertising)* and they are marketing themselves to *you (through their resume which highlights their experience, personality and strengths)*. The interview is where all of this comes together.

In this section, **you will learn about the most important qualities and characteristics of a great employee** and how to have a successful hiring experience. You will receive **free scripts and tools** along the way to make this an easy process for you.

The quality of the people who surround you and support your vision are one of the most important elements to building a successful business.



The right person can make or break a business—they can be the glue that holds everything together or they can tear at the very fabric of what you have built. You have most likely experienced either end of this spectrum or variations in between.

That being said, the hiring process is not to be taken lightly.

Before we look at the details of the hiring process, let's first look at the top 6 qualities of a great employee:

1. A **strong work ethic**—roll up your sleeves, let's get this job done type of person
2. A **passion for learning**—always seeking opportunities to learn more
3. A **great attitude**—never discouraged, persistent, the word “quit” isn't in their vocabulary
4. They **want to work for a great company**—the best employees want to work for great companies
5. They are **coachable**—eager to receive help and to help others, too
6. They have **impeccable character**—always looking for ways to improve themselves

Each of these qualities are the evidence of something intrinsically valuable!



We'd like you to do some thinking about this.

Whether or not you are currently hiring, have hired in the past or have never hired anyone, **print this list** and think about the implications of how a person who has these qualities could positively impact your business.

Next, we'll be looking at one of the biggest mistakes that most businesses make when considering a prospective employee.

HOW TO AVOID HIRING “BACKWARDS”

Unfortunately, **most businesses have the hiring process completely backwards**—they begin by reviewing a list of skills *and then* consider the personality or qualities of a person. *This is a mistake.*

The most effective approach to finding the best employees is to hire for:

1. Character (first)
2. Skills (second)

Why?



Skills can be learned, but true character is a trait that you either have or you don't.

Here are 6 key characteristics that form the foundation of those who make great employees:

1. **Integrity.** Integrity relates to the quality and steadfastness of someone's character. This represents a person who is honorable, ethical, compassionate and trustworthy. **Your employees represent you and your company.** They are the face of your business and interact with every single client (*which is why this is number one on our list*). A single negative experience with your staff can turn someone off for good and reflect poorly on you and your business.
2. **Motivation.** What are their goals? What is most important to them? It is important to understand and identify a candidate's *motivation (as expressed by their goals)*. Do they align with yours? If not, it may not be a good fit.
3. **Capacity.** Do they have the ability to learn and grow? Are they coachable? This doesn't mean just an ability to understand concepts. This relates to humility, openness and teach-ability.
4. Understanding. **Do they understand the value of what you provide and offer?** Are they inspired by the passion of your vision and dreams? Can they see their own



potential as a part of your team?

5. Knowledge. **What knowledge do they already possess? How valuable is that knowledge?**
6. Experience. **Yes, this is the last criteria in making the proper selection.** Is experience important? Absolutely, but only if it coincides with the number one criteria—integrity.

THE WORD “CHARACTER” ORIGINATES FROM THE GREEK WORD KHARAKTER (ENGRAVED MARK OR IMPRINT ON THE SOUL).

What we’ve done so far is to set the groundwork of understanding for the type of person that you’re looking for. Next, you will **learn how to identify this individual during the interviewing process.**

THE PRE-INTERVIEW CHECKLIST

The first step before you begin interviewing a prospective employee for your business is for you and/or your employees to take the time to answer the following questions:



1. **What is the purpose of hiring?** (*i.e. expansion/addition to existing staff or to replace someone*)
2. **Who will do the interviewing**—initial screening/final interview?
3. Determine **how you will you find your candidates** (*all of these are valid methods depending on budget and time*):
 - a. Referral/recommendations
 - b. Place an ad
 - c. Hire a professional recruiter
 - d. Clients
4. Do you have a **written job description with expectations and responsibilities?**
5. What **training will be provided?** (*and by whom*)
6. What **compensation and benefits** will you be offering?
7. What assets do you expect to receive from them? (*i.e. cover letter, resume, references*)
8. **Have you researched the candidate?** Are you turned off when a candidate walks into an interview knowing nothing about your company? How rude! However, before judging, consider that the interview process is not just one-sided. Research your interviewee before you speak with them. Your interview questions will be more thoughtful, and the applicant will sense the mutual



respect and consideration that is crucial when entering a business relationship.

Print out this list and make it a part of your hiring process.

Create a hiring folder (*if you don't already have one*). You'll find that taking the time to prepare for an interview by answering these essential questions in advance will save you many hours in the long run.

Next, we'll look at how to conduct the first interview by phone and a you will receive a handy script to lead you through the process.

HOW TO CONDUCT A PHONE INTERVIEW

The purpose of the first interview (*which ideally should be by phone*) is to **establish credibility**, to **learn about your potential candidate** and to **explain the career opportunity**.

Be prepared to share information about you and your business, your vision and dreams, the “big picture” of what you and your company stands for and what sets you apart.



Once you start receiving responses to your job postings, you will then review the incoming resumes/applications. Start contacting those that you are interested in to set up a phone interview. This enables you to get a feel for would-be candidates to cherry pick those who you would like to come in for an in-person interview.

You can use the **First Interview Phone Script** below and that way, you won't need to re-invent the wheel.

***Pro Tip:** Stick with the script. Don't waste your time asking more questions about them or elaborating too much about your company. By the end of this initial call, you will know whether you want to ask them to come in for an in-person interview*



FIRST INTERVIEW BY PHONE SCRIPT

Interview Date: _____

Candidate Name: _____

Interviewer: _____

Hello, is this _____? My name is _____ and I'm calling on behalf of _____ in response to a resume that you forwarded to us for _____ position—do you have a moment to speak?

Great, I would like to talk with you about your resume, and then I'd be glad to tell you a little bit more about (company name) and the opportunity that we're looking to fill.

Question 1:

I have your resume in front of me, but tell me about your work background, and I'm most interested in what you've really enjoyed doing and what you're passionate about.

Question 2:

Tell me about your educational background (if they only list limited education, ask them about any special courses they might have taken, computer courses, some college, etc.)



Question 3:

What type of work are you most interested in doing, and why?

Thank you for sharing that with me. Now let me take a moment and tell you a little more about and the opportunity that we're looking to fill.

I'll give you a bit of background to start:

- A brief sentence or two about the company history.
- A brief sentence or two about the specific position.
- A brief sentence or two about your training and orientation program

If they are NOT a candidate:

_____ this is just a pre-interview conversation so at this point what I'll do is pass your resume and the notes I've taken onto the Hiring Manager and he/she will contact you personally if they would like to schedule a face to face interview.

If they ARE a candidate:

_____, based on what I've told you, does this sound like the type of opportunity you'd be interested in learning more about?

If they answer no – thank them for their time.



If they answer yes – schedule them for a face-to-face interview with you or your Hiring Manager. Ask them to arrive 15 minutes early so they will have time to fill out an application before their interview.

Important Reminders

If you schedule someone for an interview, be sure to:

- Confirm the meeting time, date and person with whom they will interview
- Verbally give them directions or have them Google the address.
- Set their arrival time 15 minutes earlier than the actual interview time you send to the hiring manager and receptionist so they have time to fill out an application before their interview.
- Give them your name and phone number to call in case they have an emergency and need to reschedule.



HOW TO CONDUCT AN IN-PERSON INTERVIEW

Once you have completed the **First Interview by Phone**, you should have a few appointments set up for In-Person Interviews.

During the in-person interview, you can use the analysis form below:

In-Person Interview Analysis

Interview Date: _____

Candidate Name: _____

Interviewer: _____

These questions are based on the Six Characteristics of the Most Successful People

1) Strong Work Ethic Rating (1 to 10) ____

Q: If I were to call some of your past employers/managers, what would they tell me about your work ethic?

Q: Give me some specific examples of that on-the-job work ethic.



2) Strong Desire to Learn

Rating (1 to 10) ____

Q: What books are you currently reading, or have you recently read that might help improve your performance at work? Tell me about them.

Q: Have you attended any business seminars lately that might help improve your performance at work? If so, tell me about them.

Q: Tell me about any additional training or workshops that you have taken that might help improve your performance at work.

3) Never Quit Attitude

Rating (1 to 10) ____

Q: Have you ever been tempted to give up on a goal or task at work that was important to you?

Q: How did you deal with it?



4. Ability to Focus on Long Term Goals and not Immediate

Gratification

Rating (1 to 10) ____

Q: Describe a time where you had to stay focused on the big picture at work instead of daily setbacks.

Q: Tell me about some specific long-term goals of where you want to be in your career in five years.

5) Ability to be Coached

Rating (1 to 10) ____

Q: Describe a time at work where you had to learn a new skill that you were not real comfortable with.

Q: How did you adjust? Who taught you the necessary skill?

Q: Did you or could you now teach that skill to others?

Q: What will be your biggest challenge with our company? Q:
How do you plan to deal with that challenge?



6) Self-Confidence

Rating (1 to 10) ____

Q: Describe a time where your self-confidence was shaken at work. Q: How did you regain your confidence?

Q: When have you had to keep a work-related promise that you made to yourself, despite opposition from others around you?

Q: Describe a time when you finished at the top of an endeavor at work.

During the in-person interview, take brief notes as the interviewee is *speaking (try to maintain as much eye contact as possible)*. At the end of the script, I always like to ask if they have any questions for me.

Inform your candidate of any short- and long-term goals and expectations that you may have, training provided, compensation and benefits.

At the very end of the interview, ask them directly:

“Does this sound like an opportunity that you are interested in?”



If they say yes...

“Excellent, we’re still in the interviewing process and I’ll get back with you by _____”

If they say no...

“Thank you so much for coming in–I appreciate your time and wish you the best of luck with future endeavors.”

Pro Tip: Stick to the script –you don’t have to ask every single one of the questions in the script, but make sure you ask one or two in each category.



HOW TO HANDLE OFFERS AND REJECTIONS IN THE HIRING PROCESS

Once you have selected your ideal candidate, write an offer letter to them with a sentence about why they were selected. Send thank you emails to those who were not selected (*if they came to an in-person interview, not for phone interviews*).

Here is an example acceptance letter:

Dear _____

Thank you for taking the time to interview with (interviewer name). I'm pleased to offer you the _____ position at (company name). Your (reasons why they were selected) will be an ideal fit.

Please contact me no later than _____ to accept or decline the offer. If you have questions about the position, please contact me at (phone number or email).

Congratulations! I look forward to welcoming you to the (company name) team.

Sincerely,



For those who came in for an in-person interview who were not a good fit, here is a sample rejection letter:

Thank you coming into interview at (company name) and your interest in the _____ position. After a careful review of each candidate's qualifications and a lengthy interview process, another candidate was offered, and has accepted the position. At this time, we are not able to offer you a position.

Though you were not selected for this position, I hope you will again consider applying to our company when future position vacancies correspond to your qualifications and career objectives.

Thank you again for taking the time to interview for the position, and I wish you luck in your personal and professional endeavors.

Pro-tip: Before sending out your rejection letter(s), wait until your prime candidate has accepted. If for some reason, they are not able to or have decided not to accept the position, you can then select a secondary candidate.



HIRING ETIQUETTE

Once you have concluded your interview(s), there is a basic hiring etiquette that should be followed:

Follow-up. If you interviewed with someone, don't leave them hanging—let them know if they were not chosen (*note: you don't have to thank everyone who applied, only those who have interviewed with you*)

Ditch the form letter and write a personalized rejection letter. If you took the time to interview someone and they took the time to meet with you, it's professional to notify them. It will also leave a positive impression in their mind about you and your business.

If someone asks for feedback or has gone out of their way to provide you with additional information and they are not chosen, let them know why they were not chosen.

Keep in contact with these applicants regardless of whether you decide to hire them or not.

A negative hiring experience is one that gets told and retold and can create a negative impression about you and your company.



Consider this an integral aspect of your marketing and public relations.

HOW TO WRITE EFFECTIVE AD COPY WHEN HIRING

Every touch point with your candidates has a marketing component that reflects on your company's reputation.

Hiring works like a funnel. It first starts with your ad, which is the widest part of the funnel (*as it reaches the most people*), the phone script is the next, mid-range level and your in-person interview is the smallest part of the funnel.

When you write your ad description, make sure it **reflects the qualities that you are looking for and the expectations that you have.** Don't be afraid to put personality in your ad as well. You are selling yourself to find someone who complements you and your business.

One of the key purposes of marketing is to connect your products or services with people to fill a legitimate need that they have. In hiring, you are connecting prospective employees with something they need and you are receiving something that you need.



FINAL THOUGHT

Utilize the recruiting process as an opportunity to increase a positive brand and build future relations, possibly as a customer or even a partner in the future.

Remember that you looked for a job once, too. Try to **put yourselves in the shoes of each applicant that you speak with**. It is a nerve-wracking, stressful time for a candidate. Hiring managers and recruiters should do all that they can to make the experience as smooth and as clear as possible. This is the essence of etiquette.

We hope all of this helps and wish you the best of success in finding new *(and amazing)* people for your organization!

