



This Is Your Life Podcast
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Michael Hyatt

Michele Cushatt: Welcome to *This Is Your Life* with Michael Hyatt, where our goal is to give you the clarity, courage, and commitment you need to do what matters. My name is Michele Cushatt. I'm your cohost today, and I'm sitting in the studio with Michael Hyatt. Hey there, Michael!

Michael Hyatt: Hello, Michele!

Michele: Most leaders want their businesses to succeed and excel, right? That's not rocket science. That's what we want.

Michael: That's right.

Michele: We want to be successful. Most leaders understand that the only way to accomplish that is to recruit high-quality employees, but the hiring process can be far more complicated than we think it is.

Michael: Absolutely. I think that's especially true of small-business people, but even people in corporations...

Michele: Wait, hold on. Are small-business people small people?

Michael: Not tiny-business people, just small-business people. But seriously, regardless of the size of the organization you're in, it's very easy to kind of default to hiring people without a process. You meet somebody, you're kind of taken with them, you think they would be a fit, and you don't go through any kind of process. That's how you get into trouble.

Michele: Or you just think you'd have fun together, which is really not the right way to hire people.

Michael: That's not the best way to do it either.

Michele: Absolutely true. So today we're going to break down the right way to hire someone so you can build the team you need, because if you don't hire the right people, that creates a whole other mess that we're actually going to talk about next week.

Michael: It can be very expensive.

Michele: It can be expensive. It can be time-consuming.

Michael: Yep.

Michele: It's just bad, so we want to actually make the right hiring decisions on the front end so we don't have to deal with any firings or anything else on the back end.

Michael: Absolutely. Yep.

Michele: This is why it's so critical. So today we're going to give you guidelines that will help you with your own hiring practices, okay? Before we dive into the practicalities of the topic, I have to ask you: Have you ever made a horrible hiring decision?

Michael: Oh, I've made some terrible hiring decisions through the years.

Michele: Not me, of course.

Michael: Not you, of course.

Michele: Not me.

Michael: No, that's one of the best decisions I ever made, of course.

Michele: I just wanted to make that clear just before... No, go ahead.

Michael: No, I have. I can think of one situation where I hired a young man who was just incredibly energetic. He seemed to be full of ideas. It ended up being one of the worst hires of my career. It was actually not because of him. It was actually because I didn't think through the fit very well. He was the right guy in the wrong job, and it didn't serve him.

It didn't serve the organization. It ultimately didn't serve me. It became very expensive to try to fix, because I didn't feel good (given the fact that I had made the mistake of putting him into the wrong position) with just letting him go, taking my lumps, and going on. I felt like I owed him a significant severance in helping him get re-placed in another job.

We didn't have anything that would fit him in the organization I was in when I hired him, so it just ended up being very time-consuming, very expensive. I could have avoided all of that if I had taken a little more time in the front end and been clear about a hiring process, which we're going to talk about.

Michele: You know, you make a very good point that you can have a great person who's not the right fit.

Michael: That's right.

Michele: It's not just about finding a good person, because there are a lot of great people out there who would benefit many companies but will not be the right person for your team.

Michael: That's right.

Michele: That's why this process is so critical, because you can sit down and interview somebody who seems so dynamic and it be so wrong for what you need.

Michael: That's right. You have to get very clear on that.

Michele: Okay, so I'm sure the wisdom you're going to be sharing today is hard-earned, because as you admitted, you've made...

Michael: I've made so many mistakes.

Michele: But that's okay. That's good because we get to benefit from that. Hopefully we get to avoid them. Let's start talking about those guidelines for hiring. Where do you begin?

Michael: I want to begin by saying that we kind of maybe over-advertise this with the title. This isn't *the* right process; this is the process I use and the process that's informed by a lot of mistakes, a lot of wisdom, a lot of what I've learned from really good HR people and recruitment people. But this is the process I currently use, so I want to just kind of preface it with that.

For me, the first guideline is to *define the institutional culture you're trying to create*. What we sometimes fail to realize is that when we add people to our companies or to our ministry organizations or institutions or whatever, we're going to alter the culture. We're going to either change the culture or reinforce a culture that already exists. We have to be clear about what it is we're trying to create.

I think culture is one of the single most important components of effective organizations, organizations that really move the needle, that achieve significant outcomes. Largely, culture is kind of like the water is to fish. They're unaware of it. Yet in every organization there's a culture, and if you don't get very clear about what that culture is, you can really blow it by bringing somebody into the culture who's just not a cultural fit. That's why most hires don't work.

Michele: Okay.

Michael: It's because it just wasn't a cultural fit to begin with. For example, in my own small company now, responsiveness is a huge core value for us. We want people who are responsive. One of the things that drive me crazy is sending somebody an email or text message and then not hearing from them for sometimes days.

That person is not going to work well in our culture, because we're moving quickly, we're growing quickly (we've grown 100% a year for the last three years), and people have to be able to keep up.

There are other slower cultures they can go into, and that's fine. Maybe they don't need to be that responsive, but in our culture, to succeed you have to be responsive. It's an attribute of our culture.

Michele: That's something you can gauge pretty quickly in the hiring process.

Michael: You can. Yeah, I mean, just all of the initial responses... One of the things I've also learned the hard way is that it doesn't usually get better after the hire.

Michele: No.

Michael: It's a little bit like dating in that regard. You're usually going to see the best behavior before the knot is tied. Once you've gone to the altar and committed... Then people have a way of sort of becoming who they really are. So you have to pay a lot of attention in that courting phase to see what you're getting.

Michele: And even outside of any face-to-face interview, all of the interactions matter.

Michael: Absolutely. I would just also say that if you're an employee looking for a job, realize that everything communicates to that prospective employer about what you believe, how you are, and how you're going to work out as an employee.

Michele: Okay, so that first guideline is to define the institutional culture you want to create. It's so critical that from the very beginning, before you even start talking to people, you really identify what kind of culture you want in your organization.

Michael: That's right. "Be clear on your core values," is another way to say it.

Michele: All right. What is that second guideline?

Michael: Well, it's to *determine what kind of employees you want to attract*. I'm looking for certain attributes in the employees I want to attract, and now I'm going beyond the issues of their skills. We'll talk about that more in a little bit, but I'm really talking about their character. I want to attract a certain kind of person, and the way I describe this is that they're going to be humble, honest, hungry, and smart.

Michele: Okay.

Michael: I'm looking for those things. I don't want people who are arrogant. I don't want people (obviously) who are dishonest, so I'm going to ferret that out. I want to pay particular attention to what they put on their applications. I'm going to check references and do all of that. I want people who are hungry, who are curious, who are willing to learn, who want to grow, who want to develop and acquire new skills.

I don't want people who think they have it all, show up, and are not ready to learn. I also want to hire smart people. In various points in my career when I was hiring people, I would literally do IQ tests. I've had them done on me. It's not always a conclusive thing. In one of the best hires I ever made, the industrial psychologist we were using said, "I don't think you should hire this person, because I don't think they're smart enough."

I said, "I just think you're wrong. They may not have the kind of smarts you can measure in this test, but they're street smart." Again, it was one of the best hires I ever made. So you have to use all of this with a grain of salt, but I still like to test for that and find out what their intellectual capabilities are. So humility, honesty, hunger, and intelligence are part of what I'm looking for.

Michele: Part of that process is not just gauging whether this person could be a fit or not, but it also helps to set you up for what needs to happen if they're hired down the road. All of this is information about the person that just gives you a headstart on working together.

Michael: Yeah, absolutely. What kinds of development needs are going to be there, what kinds of skills I'll have to impart that they may not now have... Again, if they're humble, honest, hungry, and smart, we can convey a lot of that. It's the foundation. It's that character component that's so important.

Michele: All right, so define the institutional culture you want to create, determine what kind of employees you want to attract... What is that third guideline for hiring?

Michael: Yeah, you're going to have more attributes that you're going to want for specific jobs, but until you *get clear on the job description*, you really can't go farther than this. I've violated this concept in the past. Large organizations typically don't let you violate it, but in small business where you're the sole proprietor...

Michele: You can kind of cheat.

Michael: You can cheat. You can get by without this.

Michele: Yeah. It's not a good idea to cheat.

Michael: The thing about a written job description is that it clarifies the expectations for you and for the prospective employee.

Michele: Okay.

Michael: And for the other people who are going to have a stake in it. So I like to get clear on the job description before there's anybody kind of in the mix, anybody we're considering. What are the basic job requirements? What is this person going to be doing?

If you're not clear on that, you're really not setting them up for success, because you'll have no way to measure whether or not they're living up to their job or doing their job. If you're just hiring somebody

to come in and just kind of shoulder the burden, and you're not clear on this, you don't really have any objective basis for evaluating them.

Michele: Yes.

Michael: You don't have any way for them to improve or grow, and they're not going to be satisfied as an employee, because they won't know if they're doing the job or not. So again, a written job description is key. It's also important that it's written. You may say, "I can describe what the job is." Again, it's so important that it's written.

I really believe in this principle that "thoughts disentangle themselves passing over the lips and through pencil tips." There's something that gives you clarity when you actually have to write it down. I would tell people when I was in a larger corporation, "If you can't give me a job description, we're not going anywhere past that. That's where it starts, and until you get clear on what you need, I'm not going to help you get what you say you need."

Getting that job description is important. I use templates for this, frankly. It's a very clear thing that basically says, "Here's the overall job description, and then here's what the responsibilities and the duties are." I literally itemize those or enumerate them. "What's the most important thing? The second one?" I come up with maybe 7-10 job responsibilities, and then I go from that to qualifications and some other things, but it really starts with that job description.

Michele: As you mentioned, it's so important to have that actually written down, but sometimes... Let's say we meet somebody who is extremely dynamic, and we would just love to have them on our team. Then we go and try to create a job description that fits that person. I hear of this happening quite often. I've seen it happen. What do you think about that? Does that ever work?

Michael: It does sometimes, actually. There are some times when you'll encounter somebody. By the way, I don't think charisma is the first thing you should be looking for, and that's how I'd describe what you shared. But I do think there are times when you draft somebody, and you can get away with this at a larger organization much easier than you can in a smaller organization.

When you have somebody and you're not quite clear how you're going to play them... You may have a job description, but they're just somebody who just has some attributes so you know they would be catalytic if you could bring them into the organization, but that's very, very rare. Again, I would force myself to create a job description, even if I were enamored with a specific person.

Michele: Okay.

Michael: I'd give them something to do. I'll give you a concrete example. I hired a person in the corporate world just like this. He was incredibly dynamic, a very good communicator, and well-known in my industry, and unfortunately I really wasn't clear on the job description when I brought him in. What happened was it set him up for conflict.

He didn't know if his job was this or that, and he ended up stepping into a lot of areas that I really didn't want him to step into. He overstepped his bounds. That was my fault because I didn't clearly define the bounds, but it threatened a lot of his peers.

Michele: Okay. Yes.

Michael: It ended up not working out. He was very dissatisfied because he didn't have a clear job description, even though he was very charismatic and had been very successful up to that point. I definitely wasn't happy with the hire. It unsettled my entire team, and it took us months to kind of come back from that.

Michele: So really, if you don't know who you're hiring yet or you don't know who that person will be, that written job description just really gives you some great guidelines for being able to kind of find the right person.

Michael: Yep.

Michele: But on the back end, it creates accountability.

Michael: Yes.

Michele: So everybody is very clear, so there are no surprises and no crossing lines. The hire knows very clearly what they are all about and why they were hired, and you know very clearly why you hired them. If there's any disagreement or crossing of lines, you go right back to that document rather than trying to recollect the conversation.

Michael: You do. And sometimes you can revise that document, but it becomes the foundation for an annual performance review or a quarterly performance review (whatever the custom is in your organization).

Michele: You know, this is the third guideline that we're giving, but the reality is that this is probably (I don't know if you would agree) the most important one. But often we skip over this because it's such a task. It's a lot of work. You have to really spend time doing it.

Michael: Yeah. And it feels like bureaucracy sometimes.

Michele: Yes.

Michael: It's like, "Ugh, HR is making me fill out this job description. I just need help. I need two more hands in here. I need help because I'm drowning."

Michele: Yes, exactly.

Michael: But again, every time I've tried to pass over this, I've paid for it.

Michele: Mm-hmm. Every single time. All right. We have more guidelines to give you on how to hire the right person and have a process that's positive for the long term rather than something that ends up in a mess, but we're going to take a break right now. Stick with us, and we'll be right back.

Michael: As a busy and successful blogger, podcaster, author, speaker, and consultant, I'm constantly asked about the tools I use to get it all done. Now for the first time, I'm going to pull back the curtain and let you peek inside my toolbox to see the software and hardware I use for everything from blogging and podcasting to productivity, social media, and speaking, plus so much more. You can't buy *Inside My Toolbox*, but you can get it for free by subscribing to my free email newsletter.

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Michele: On this episode of *This Is Your Life*, we're talking about an effective hiring practice, and we're giving you guidelines in order to make that happen. You know, there's nothing worse than a bad hire. It just creates a nightmare for everybody.

Michael: There's nothing worse.

Michele: In the first half of this episode, we went through the first three guidelines, which are to define the institutional culture you want to create, determine what kind of employees you want to attract, and develop a written job description for the position you need to recruit. Now before we move on to the fourth guideline, I do have to ask you... Is it really necessary to develop that written job description if you are a small company of two or three people?

I mean, somebody like me who's self-employed... I have an assistant. I use subcontractors for most of my design work, but I may hire one more part-time employee. But I'm just a small company. Is it really necessary, or can we be a little more flexible?

Michael: No, I would say it's absolutely necessary. It's important (again) for your own clarity and for the clarity of the person who's going to be fulfilling the job. How will they know if they're doing a good job unless there's some kind of benchmark they're being measured against?

Michele: Mm-hmm.

Michael: If you're just hiring somebody to come in and do everything, the job can never be completed. It can never be executed to your satisfaction. So this kind of clarity ultimately gets translated into job satisfaction and your being happy with the person you hired.

Michele: Okay, so whether it's your first employee or your 500th employee, this is absolutely part of it. You have to have all of these different elements included. Okay, so what's the fourth guideline?

Michael: The fourth one is to *detail the necessary skills required for the job*. Now technically speaking, this is part of the job description. For me, it's the second half of the job description where I'm going to put what skills they're going to have to have to succeed at the job. It may be as simple as their having to be familiar with something like Microsoft Excel or Microsoft Word.

Michele: Okay. Infusionsoft... Maybe you're hiring somebody who's specific.

Michael: It could be more technical.

Michele: Yeah, something very, very specific.

Michael: That's right. So whatever is going to be required, whatever skills you want... Get clear about them here. If they don't have one or two of the skills, you can talk about how they could pick those up or how you could give them the training or the development opportunities to gain those. But you have to get clear on what they need. Now I will tell you that this is a little bit dicey because people will tell you all kinds of things on job applications.

Michele: True. True. Do you ever test?

Michael: Absolutely.

Michele: You test them on certain applications for typing or whatever it may be?

Michael: Definitely if it's like an administrative assistant position, test them on those tools. There are online ways to do that. If you're hiring from an executive assistance company that does virtual assistance (like EA Help), they will do that testing on your behalf and make sure that person is qualified.

But it's amazing how many people will claim on a job application, for example, software that they're familiar with when maybe they've had one opportunity to use it or they've loaded it on their computer one time. There's a difference between having loaded Microsoft Excel and being a spreadsheet jockey.

Michele: Being proficient. Yeah. Absolutely.

Michael: Those are two different things. We don't really have a specific part to describe this, Michele, but this really does speak to the importance of checking references.

Michele: Okay. Yes.

Michael: That to me is like the single most important thing you can do when you're hiring somebody. Check those references. Don't just take the person's word for it.

Michele: We're not saying you should check it by reading the application and seeing that it's included.

Michael: No.

Michele: Some people do that. They're like, "Well, if they listed these references, they must be good." But they don't actually call them.

Michael: I don't call them in the first round. We'll talk about kind of the process here in a minute, but once they're into the qualifying round and they're one of the final candidates, I'm going to make those phone calls myself, check those references, and make sure the person lives up to what they've claimed. Now you have to be careful with that because in our current culture with so much litigation, people don't want to naturally say bad things about other people.

I listen for enthusiasm. I got a call the other day for somebody who had worked for me when I was at Thomas Nelson, and they wanted to know what kind of employee this was. I said, "If you don't hire this person, you're an idiot." I don't think I was actually that crass, but I said something to that effect. I was super enthusiastic because the only reason this person moved was that their spouse took a job in another city and they had to move. I would have never, ever wanted to lose this person.

Michele: You made that very clear.

Michael: I made that very clear.

Michele: Versus just saying, "Yeah, they were a good employee."

Michael: Yeah. "They were good. They met the requirements." I mean, if you don't hear that kind of enthusiasm, that's like a negative reference.

Michele: Because most people won't be blatantly negative on a reference nowadays. They just won't.

Michael: That's right.

Michele: Okay. Excellent point.

Michael: You're looking for those people who are indispensable, whose previous employers can't believe they lost and would do anything to get back. That's one of the questions I ask references too. "If you had the opportunity to hire this person back, would you?" If they hesitate, it's a red flag.

Michele: Yeah, any hesitation is not a good sign.

Michael: That's right.

Michele: Okay, that's great. That fourth guideline is to detail the necessary skills required for the job, which is part of your job description, but we just kind of expanded on that and how critical the reference piece really is to the whole process.

Michael: Yeah. I would get very specific on this too. Again, it's going to be more important for technical jobs. Again, at Thomas Nelson, we would have people who were involved in Bible translation work. They had to have working familiarity with the Greek language and with the Hebrew language. It's things like that. You want to get very specific about the requirements, about the skills.

Michele: All right, so what is the next guideline? This would be the fifth one.

Michael: This is a hugely powerful suggestion for entrepreneurs especially. It is to *distribute the job description to your tribe*. Here's what I do. This is the process I engage in right now. When I have an open position, I do the job description, and then I post it as a page on my WordPress site. Then I go out into social media and say, "Hey, I'm looking to hire _____." It could be an administrative assistant, marketing director, Infusionsoft expert, or whatever it is.

Then I have a link back to that job description, and in the job description I have a section at the very end called Next Steps. In other words, "If you're interested in this position, here's what you need to do next." Here's the cool thing about that. If you have a social media platform, the people who are already in your tribe are people who already get you. They understand what you're about. They understand your message. They understand what you value, what's a priority to you.

Michele: And there's some affinity there too because they're in a similar world and they're doing similar things.

Michael: That's right. You have to be a little bit careful, because you don't just want sort of the gawking fans.

Michele: Yes. True.

Michael: But having said that, when you get somebody who's familiar with your work and understands your values... This whole cultural fit idea that we started talking about is so important. If you can recruit from your own tribe, people who are already self-identified as members of your tribe, it dramatically improves the chances of this being a successful hire.

For example, in one of the last hires we did (which was a personal assistant for my wife), that's what we did. The person actually wasn't in my tribe, but somebody who was in my tribe referred that person and said, "This person will be a perfect fit for you."

Michele: At times, that's as good if not better.

Michael: Absolutely. They know what you're looking for.

Michele: Somebody mentioned that at the Platform Conference recently. I don't know if it was Stu McLaren or somebody else. They get a lot of hiring recommendations or people applying from their

tribe, but what they have found is that those people end up being hired and great employees, and they end up then finding other people to join the organization as well.

Michael: That's right.

Michele: So it ends up being such a benefit down the road versus just immediately.

Michael: Well, typically speaking, great people have great friends, and they'll pull other great candidates into the company. That's how you build a great company.

Michele: That's great. Such good advice. All right, after you distribute that job description to your tribe, what do you do finally?

Michael: I would *delineate a clear multiphase interview process*. I used a big word here: *delineate*. It started with a *D*, and all of the rest did too.

Michele: Yeah, have y'all noticed we've used all *D*'s? Define, develop, detail, distribute, and delineate.

Michael: That was a bit of a stretch.

Michele: This is free, everyone. This is just bonus, extra content for you for free.

Michael: It's alliteration for free. Delineate a multiphase interview process. Here's what it doesn't look like in my organization or organizations I've led: You meet a great person, you offer them the job, they say yes, and then you bring them into the company. No. I'm like the worst person, honestly, for evaluating. I get very caught up in people's personalities.

Sometimes I don't look at the details. It's just like, "The chemistry works. I'm bringing this person in." But I've learned through the years (because I've made a lot of bad hires doing that) that I need to have a multiphase interview process, and I get very clear on paper with what that's going to look like.

Michele: Okay.

Michael: Again, going back to hiring Gail's assistant, what we said was... We did the job description. We posted it on social media. People submitted a written application. My assistant, Trivinia, then looked at all of the written applications (I think there were about 45 that we got). She said which of them met the minimal qualifications on paper, and then I think she might have ended up with 14 or 15 of those.

Then she decided that she was going to have just a short Skype interview with each of those 15. Based on that, she narrowed the field down so that eventually, she presented to Gail and to me three candidates.

Michele: Wow!

Michael: Now in a larger organization or with somebody who's going to be interacting with more people... This was Gail's personal assistant, so she's really just going to interact with me and with Gail, but in a large organization, you may want to have that person meet with several people in the company who see things from a different point of view than you see from.

My HR director, Jim Thomason, who was the HR VP at Thomas Nelson when I was there, was like the total opposite of me. I'm seeing the big picture. I'm looking for the inspiration, the magic. He is like nuts and bolts. "What are your qualifications? What's your educational background? Are you trained? Are you qualified?" He's asking the tough questions. Now is one more important than the other? No.

Michele: No, they're both important.

Michael: They're both important.

Michele: Which is really why you need to have that multiphase process.

Michael: Yeah. I want the person who I'm ultimately going to hire to meet with every significant stakeholder in the company, so that review process sometimes will take a couple of weeks. It will involve multiple interviews. I know Dave Ramsey does this at his organization too. People can't believe how many interviews are conducted before they get hired, but Dave says this. I don't know if it's originally from him, but it's right. "Hire slow; fire fast."

Michele: I agree with that. That's good advice too.

Michael: I do too. You won't have to do so many firings if you hire slowly and really take your time on the front end.

Michele: So you said you can spend weeks? Is the hiring interview process ever over months, or do you typically try to keep it within...?

Michael: Occasionally the interview process isn't over months but the search process may be.

Michele: Okay.

Michael: I can remember when we were looking for somebody to replace me at Thomas Nelson. I recommended to the board that it be Mark Schoenwald. He was the logical choice. I'd brought him into the company. I thought he was the guy, but the board felt like (in their fiduciary responsibility to the other investors) they needed to conduct a nationwide search and go through the process. Mark would be one of the candidates.

That process took months because there weren't that many people who would have the requirements to fit that slot as the CEO of a Christian publishing company. But we went through the process. The board finally came back around and chose Mark as my successor. It was absolutely the right decision, but that took months. Generally it doesn't take that long, but I would say (people who are listening to

this may be executive recruiters and can tell us) expecting a couple of months is probably typical for a higher-level position.

Michele: Okay. Okay. Makes sense.

Michael: I'm going to be looking for a CFO this next year, for example, in my business. I expect that to be a 60-90 day process. Again, that's not the interview but the search.

Michele: Yeah, the search and kind of honing in on the right set of candidates.

Michael: That's right.

Michele: Now are there any differences in the hiring process between the corporate situation and a small business situation? What are those differences?

Michael: Well, there are probably more compliance issues in a bigger corporation, but beyond that, I don't know that there's that much difference.

Michele: Okay. You just might have more team members.

Michael: Yeah.

Michele: In that multiphase process, there may be more people to introduce that potential hire to and things like that, but it's just scaled differently.

Michael: That's right.

Michele: It's scaled bigger, but it's the same process.

Michael: Larger organizations will probably be more disciplined and rigorous about the process out of legal necessity. Small businesses should do that as well. Actually, there's more at stake. If you bring one person into a four-person company, that's pretty significant.

Michele: It is.

Michael: That's a lot different from bringing one person into a 650-person organization, so you have to be even more careful.

Michele: That's very interesting, because if you bring the wrong person into a four-person organization, that has huge detrimental effects.

Michael: You could destroy the company.

Michele: Yes. You bring one bad hire into a company of 1,000, that might be able to be absorbed a little bit more easily, depending on the position.

Michael: That's right. Yeah. You can recover from it more easily. By the way, one of the things I didn't mention about the multiphase interview process... I may not be the last person who interviews them. I definitely want to be part of the process, obviously, if they're going to report to me, but one of the last things I do before I actually offer them the job is go out to dinner with that person and their spouse.

Michele: That would give you a whole different perspective.

Michael: Well, it gives me an opportunity to include Gail, because she's going to see things I don't see. I can think of one situation where a person made it all the way through the process. Everybody was on board that we needed to hire this person. I had the offer framed up.

I literally had a printed offer in my jacket that I was going to present to this person at dinner. Because I have this practice, this was almost perfunctory. Gail and I went out to dinner with this person and their spouse, and when we saw them relate to one another...

Michele: Not good?

Michael: It just revealed some stuff to us that made me really nervous about offering this man the job.

Michele: Were they not kind to each other in how they interacted?

Michael: No! He snapped at his wife.

Michele: Really? At dinner in front of you? That says something.

Michael: Yeah. He was very inconsiderate. I could tell they just didn't have a good relationship. Now people say, "Well, what does that have to do with work?" Well, as it turns out, everything. If there's trouble at home, it's eventually going to show up in the workplace.

Michele: True.

Michael: I don't expect a perfect relationship. Gail and I don't have a perfect relationship.

Michele: But if they're going out with their potential future boss and his wife, and that's coming up... Again, like you said just a few moments ago, we're going to show our best selves in the interview process.

Michael: That's right.

Michele: If that's coming out during that phase of the process, then that is a red flag.

Michael: Well, it showed me how he treats the people who are closest to him. If his spouse was one of the people who were in his inside circle, closest to him, and he treated her with what I thought was disrespect, then I thought, "I don't want the people who will be working for him treated like that."

Michele: Yes.

Michael: It's not that she was inferior and he was superior at all. I'm just saying that if he didn't have common courtesy and he wasn't able to regulate that in a pretty high-pressure situation, what was he going to do when the pressure was off and he was relating to people who weren't as close to him as his wife? So it was just a huge red flag. Gail literally kicked me under the table. She never does that.

Michele: Really?

Michael: She literally kicked me under the table.

Michele: Because she was sensing it right away.

Michael: Yeah. I knew exactly what that kick meant: "Don't even think about hiring this guy or offering the job, because this isn't going to work."

Michele: That offer stayed right in your jacked pocket, I'm guessing.

Michael: That's right. I didn't hire him. The funny thing about it was that after I didn't hire him, I had all kinds of people come forward who had known him but who wouldn't tell me in the interview process...

Michele: Really?

Michael: But now that I had made the "right decision," they said, "We're really glad you didn't hire him." Now these weren't people who were working for me but people who we had checked in the industry. They said, "I really couldn't say that," or, "I didn't feel at liberty to say it, but we're really glad you didn't hire him."

Michele: Oh, that hiring process is so critical. I'll just add here at the end of this episode... Let's say you follow all of these guidelines. You do it absolutely right by the book. A couple of months into the new hire, you realize, "Uh-oh." That does happen sometimes.

Michael: It does.

Michele: Doing this process will certainly eliminate the vast majority of those kinds of bad situations you can get yourself into, but sometimes it does happen. The person isn't the right fit or whatever it may be. The good news is we have another episode coming next week on how to fire.

Michael: That's right. If you don't do this work and you find yourself in that situation, we'll tell you how to get out of it.

Michele: Absolutely. Well, if you enjoyed today's conversation, you can get all of the show notes and a full transcript of the entire episode at michaelhyatt.com. In addition, if you would prefer to watch

rather than just listen, the video is available at michaelhyatt.com as well. I would love for you to do a huge favor for us.

If you could, please head over to iTunes and rate the program. Honestly, this is so key and really helps get the content into the hands of people who truly need it. We would be so grateful. Well, any final thoughts on this?

Michael: Yeah. I would just encourage people listening to be thoughtful about the process. Maybe it's time to re-engineer that process or give it another look and come up with a very specific process you're going to employ in order to guarantee that you attract the very best talent to your company. The future of your company depends on it.

Michele: So true. Well, thank you again for being with us today.

Until next time, remember: Your life is a gift. Do what matters.