

Building Your Team
Leader's Guide

PREVIEW

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Training Agendas

1 hour session:

- The Introduction (10 minutes)
- The Video (12 minutes)
- The Recruiting Game (10 minutes)
- Open Ended Vs. Close-Ended Questions (10 minutes)
- Legal Vs. Illegal (10 minutes)
- Take Questions and Close Session (8 minutes)

2 hour session:

- The Introduction (10 minutes)
- The Video (12 minutes)
- The Recruiting Game (10 minutes)
- Open Ended Vs. Close-Ended Questions (20 minutes)
- Legal Vs. Illegal (20 minutes)
- Common Interviewing Questions (10 minutes)
- Interviewing Role Play (30 minutes)
- Take Questions and Close Session (8 minutes)

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Training Materials

The Introduction: (10 minutes)

1. Break the ice by introducing yourself and have each person in the room introduce themselves to the group.
2. Introduce the training by emphasizing the importance of recruiting, interviewing and hiring. Tell them their job performance and advancement is directly affected by the employees they manage. Let them know that by following the simple skills in this program they will increase the likelihood that they will hire more high performing employees.

The Video: (12-20 minutes)

1. Provide them with the employee handbook
2. Encourage them to take notes and jot down questions
3. Start the video.
4. Take any questions.

The Recruiting Game: (10 minutes)

Ask for volunteers or select two people from the group. Have them role play a manager and a prospective candidate. Select different people for the second scenario.

Scenario One: The Manager sees a strong candidate while she is shopping.

Let them play out the scenario without any assistance at first but make sure that the manager...

1. Introduces herself.
2. Complements the candidate and asks if they are interested in pursuing other employment opportunities.
3. Gives them her business card and gets their contact information.
4. Invites them to fill out an application

Scenario Two: The manager calls a candidate and asks them in for an interview.

Let them play out the scenario without any assistance at first but make sure that the manager...

1. Introduces herself with her name and company name.
2. Asks if they are still interested.
3. Briefly explains the job opportunity and sets up the interview.

Open-Ended vs. Closed Ended Questions: (10 minutes)

Ask the following interviewing questions and have the participants select open-ended or Close-ended. Either ask them aloud or have them complete the questionnaire and then discuss.

1. Did you like your last job? *Closed*
2. What did you like about your last job? *Open*
3. Do you like working with customers? *Closed*
4. What do you like most about working with customers? *Open*
5. How did you handle your most difficult customer? *Open*
6. Did you ever have to deal with a really difficult customer? *Closed*
7. Do you like working at the register? *Closed*
8. Did you ever have a boss you disliked? *Closed*
9. Could you tell me why you disliked your last boss? *Open*
10. Do you want to be a manager someday? *Closed*

Optional: (10 minutes) Have the participants write one closed and one open-ended question of their own. Read and discuss the questions with the group.

Legal vs. Illegal: (10 minutes)

Ask the following interviewing questions and have the participants select legal or Illegal. Either ask them aloud or have them complete the questionnaire and then discuss.

1. Do you plan on having children in the next year? *Illegal*
2. Why did you only stay three months at your last job? *Legal*
3. Did you work the register at your last job? *Legal*
4. That's an interesting accent. Where are you from? *Illegal*
5. How old are you? *Illegal*
6. You have to be 16 to work in this state. If hired, can you provide proof that you are 16 years of age? *Legal*
7. Are you available to work nights and weekends? *Legal*
8. Have you ever been arrested? *Illegal*
9. Are you an American citizen? *Illegal*
10. Are you prevented from being employed due to your immigration or visa status?
Legal

Optional: (10 minutes) Have the participants write one legal and one illegal question of their own. Read and discuss the questions with the group.

List of Effective Interviewing Questions: (10 minutes)

1. Give me an example of a time you had a particularly difficult customer and how you handled the situation.
2. Describe for me a situation where you didn't agree with a company policy and learned to work within the confines of that policy.
3. Give me an example of a time when you were given instructions by your manager that you didn't agree with and how you handled the situation.
4. Tell me about a time when you had conflict with a co-worker and how you were able to resolve that conflict.
5. Give me an example of a time when you provided extraordinary service.
6. Describe for me a time when you didn't understand how to complete a task and what you did to finish the work.
7. Tell me about your favorite part of your last job.
8. Tell me about a time when you were not feeling well or in a bad mood and had to motivate yourself at work.
9. Describe for me a time that you had a co-worker with a bad attitude.
10. Give me an example of a time you made a mistake when working with a customer and how you handled the situation.

Optional: (10 minutes) Have the participants think of some questions of their own. Read and discuss them with the group.

Interviewing Role Play: (30 minutes)

Have the participants pair up into groups of two and role-play an interview. After 15 minutes have them switch roles.

Use this scenario or make one up of your own.

Manager: You are hiring for a sales position at your store. The applicant has two years experience working at another store, but is currently out of work.

Remind the interviewer to:

1. Make the interviewee feel comfortable.
2. Take Notes.
3. Ask Open-Ended questions.
4. Ask legal questions.
5. Use a two-step probe or echo-statement if needed.
6. Ask a hypothetical question
7. Thank the interviewer and be careful not to promise or imply that they got the job.

Closing the session: (8-10 minutes)

1. Remind the participant's about the importance of proper interviewing for the company and for their own career.
2. Answer any questions or go over any areas where skills seemed particularly weak.
3. Thank everyone for coming.

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Building Your Team Video Summery

Recruiting

Always be on the lookout for talent. When your shopping look for people who have a special knack for helping people and make your experience that much more special. These people are prospective recruits. Interviewing is time-consuming so make sure you pick the right candidates in the first place.

Guidelines when looking for a prospective recruit:

Look for people who...

- Enjoy being with other people
- Exude enthusiasm for what they do
- Take pride in their appearance
- Present themselves with confidence

Your success is directly related to the quality of your employees. Always be looking for recruits, even if you have a full staff. You may not hire them right away but if you have their contact information you will know who to call when the time is right.

After you find a quality person try a simple introduction. For example: "Hi I'm the manager at Bobby's Shoes and I noticed you provide excellent service. We are always looking for good people to join our company."

- Give them your business card
- Ask for their contact information.

If they seem agreeable have a short conversation just to get to know them a little bit.

- Explain that you are always looking for good people
- Explain that you have part-time, full-time and even management positions available on a regular basis.
- Tell them (on the surface) they seem to have the kind of skills you look for in an employee
- Ask them if they have an interest in taking an application and pursuing new employment.

Interviewing

Evaluating the application:

An application is really the first phase of an interview. Think of the application as an opportunity to interview the applicant without them being there.

Key factors to look for:

- If someone doesn't take the time to neatly fill out the application, then they probably won't take the time to do basic skills well once they have the job. A sloppy application could be the sign of a sloppy employee.
- Look at the applicant's job history are there any unexplainable gaps or contradictions. There may be an explanation, but they also could be a valuable signal that the applicant is trying to hide something important.
- Make sure the applicant has spent a reasonable amount of time at each position. You don't want to hire someone only to find out later that they can't keep a job for more than a couple of months.
- Make sure the applicant is available nights and weekends or any other time that they will be needed. It's no good to hire someone no matter how good they are if they aren't available when you need them.

Taking time to study the application will save time and hassle in the interview.

Creating the environment:

Just as you are evaluating the applicant they will also be evaluating you to see if your store will be a place they will want to work.

- Interview the applicant in a clean location, free from interruption. If your backroom is too small, pick somewhere else like a quiet conference room. You need to be able to focus all your attention on the interview.

Legal Land Mines:

Interviewing presents certain legal challenges. There are questions you may or may not ask and there criteria you may or may not use in making your hiring decision.

Basics to keep in mind:

- Don't ask questions you don't need to know the answers to. For instance: If you need to know the applicants current address simply ask, "What is your present address?" There is no need for you to know if the applicant rents or owns, or the names or relationships of others who live with the applicant. If you ask these unnecessary questions you could be asking for legal trouble.
- When you discuss benefits make sure that you are clear that benefits are only available to qualified employees. There are many factors involved in most benefit qualifications and if you imply or promise benefits you could wind up putting yourself in legal trouble. Always be upfront with all applicants on this issue. If an employee asks about benefits, you might say, "Benefits depend on a

variety of factors. I can give you more information if it is a deciding factor for you.”

Make every effort to select the best qualified individuals based on based on job related criteria. Never make your decision based on the following factors.

- Race
- Color
- Creed
- National Origin
- Gender
- Citizenship Status (unless their status is illegal)
- Age
- Disability
- Religion
- Sexual Orientation
- Marital Status
- Or any other improper non-job related reason

Employment status should be based on:

- Skill
- Dependability
- Productivity
- Experience
- Other business related criteria

Following all employment laws and equal employment opportunity is a top priority.

Starting the Interview:

Interviewing for a job can produce anxiety for you and your applicant. It will be helpful for you to reduce anxiety right at the beginning of the interview. If you are both at ease you will have a more open and honest flow of information.

Try some of these ice breakers to get things started:

- Can I offer you a coke or a cup of coffee?
- Did you find us ok?
- I hope traffic wasn't too bad?

Let the applicant know that you will be taking notes during the interview. Tell them you want to remember exactly what we talked about when you go back to make your decision.

Information Exchange:

There are many techniques you can use to get detailed answers from your applicant and get the conversation going.

Types of questions you can use during an interview:

- **Open ended questions.** Don't use closed-ended questions such as "Did you like your last job?" Say, "What did you like about your last job?" This opens things up and allows them to give a more detailed answer.
- **The two-step probe.** This allows you to dig deeper into an answer from a previous question. Once they provide an answer, ask them a probing question based on their answer. For example: Applicant: "I left my last job because I didn't like my manager." Interviewer: "What didn't you like about your manager?"
- **Echo-Statements.** This will encourage the candidate to most of the talking. Example: Applicant: "At the last job I didn't really like the chores I had to do." Interviewer: "Chores?" This makes them expand on their statement and gives you more important information.
- **Hypothetical Questions.** These questions have no right or wrong answer, but the answer may help you see how a client might react to a real situation. Interviewer: "Let's say an irate customer approaches you about being overcharged for a purchase. What do you do?"

As you conduct your interview keep in mind those attributes you find most important in an employee.

Closing the Interview:

- Once you've finished gathering information from the applicant it's important to explain the basic job responsibilities to them.
- Make sure there are no more questions and thank them for their interest.
- Never make any statement that would make the applicant definitely think that you are going to hire them.

Hiring

Reference Checks:

Always check references before you hire anybody. A reference check only takes a couple of minutes and it can save you from making a hiring mistake.

Evaluating the Applicant:

Assuming that their reference check has been acceptable there are some other questions to ask yourself before hiring the candidate.

- Does the Applicant have the necessary skills for the job?
- Is the applicant prompt and organized.
- Trust your mind over your “gut feeling.” If your “gut feeling” tells you an applicant will work out but your mind tells you they don’t have the necessary skills. Trust your mind.

Making the Job Offer:

In most cases you’ll make a job offer over the phone. Make this call in private and make sure you will be free from interruptions while on the call. Be prepared to discuss compensation and dress code.

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Participant Materials

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Employee Quiz

1. Never look for new recruits if you are fully staffed. **(True) (False)**
2. If a prospective employee seems interested get their contact information. **(True) (False)**
3. If you are really busy it's ok to conduct an interview on the sales floor. **(True) (False)**
4. It's ok to ask a female candidate if she is pregnant because it could affect her availability to work. **(True) (False)**
5. Make sure the candidate is comfortable before the interview starts. **(True) (False)**
6. Open-ended questions can take too much time, so try to ask as many closed-ended questions as possible. The shorter answers are more concise and will allow you to make an easier decision. **(True) (False)**
7. Which of the following is NOT an acceptable factor to use in your hiring decision?
 - a) **References**
 - b) **Marital Status**
 - c) **Work Experience**
 - d) **Service Skills**
8. Always tell a really good candidate that you are sure they will be hired. If you don't, they might take a job somewhere else before you can make your decision. **(True) (False)**
9. Don't worry if an applicant has a messy application. A messy application has little to do with future job performance. **(True) (False)**
10. It's important to ask about an applicant's personal life at the beginning of an interview. It will help the applicant relax and it could give you valuable insight into whether they will work well with your current employees. **(True) (False)**
11. When recruiting future employees, look for people who are...
 - a) **Dissatisfied with their current job.**
 - b) **Confident and Enthusiastic**
 - c) **Good-looking**
 - d) **Fast**
12. Which of the following is not a style of question used in an interview?
 - a) **Open ended questions.**
 - b) **The two-step probe.**
 - c) **Paint into the Corner**
 - d) **Echo-Statements.**

Open-Ended vs. Closed Ended Questions

Write C for Closed and O for Open

1. Did you like your last job? ()
2. What did you like about your last job? ()
3. Do you like working with customers? ()
4. What do you like most about working with customers? ()
5. How did you handle your most difficult customer? ()
6. Did you ever have to deal with a really difficult customer? ()
7. Do you like working at the register? ()
8. Did you ever have a boss you disliked? ()
9. Could you tell me why you disliked your last boss? ()
10. Do you want to be a manager someday? ()

Write down one open-ended and one closed-ended question.

Open

Closed

Legal vs. Illegal

Write L for Legal and I for Illegal

1. Do you plan on having children in the next year? ()
2. Why did you only stay three months at your last job? ()
3. Did you work the register at your last job? ()
4. That's an interesting accent. Where are you from? ()
5. How old are you? ()
6. You have to be 16 to work in this state. If hired, can you provide proof that you 16 years of age? ()
7. Are you available to work nights and weekends? ()
8. Have you ever been arrested? ()
9. Are you an American citizen? ()
10. Are you prevented from being employed due to your immigration or visa status? ()

Write down one legal and one illegal question.

Legal

Illegal

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List of Effective Interviewing Questions

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Describe for me a situation where you didn't agree with a company policy and learned to work within the confines of that policy.

Give me an example of a time when you were given instructions by your manager that you didn't agree with and how you handled the situation.

Tell me about a time when you had conflict with a co-worker and how you were able to resolve that conflict.

Give me an example of a time when you provided extraordinary service.

Describe for me a time when you didn't understand how to complete a task and what you did to finish the work.

Tell me about your favorite part of your last job.

Tell me about a time when you were not feeling well or in a bad mood and had to motivate yourself at work.

Describe for me a time that you had a co-worker with a bad attitude.

Give me an example of a time you made a mistake when working with a customer and how you handled the situation.

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Open-Ended vs. Closed Ended Questions

Did you like your last job?

What did you like about your last job?

Do you like working with customers?

What do you like most about working with customers?

How did you handle your most difficult customer?

Did you ever have to deal with a really difficult customer?

Do you like working at the register?

Did you ever have a boss you disliked?

Could you tell me why you disliked your last boss?

Do you want to be a manager someday?

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Legal vs. Illegal

Do you plan on having children in the next year?

Why did you only stay three months at your last job?

Did you work the register at your last job?

That's an interesting accent. Where are you from?

How old are you?

You have to be 16 to work in this state. If hired, can you provide proof that you 16 years of age?

Are you available to work nights and weekends?

Have you ever been arrested?

Are you an American citizen?

Are you prevented from being employed due to your immigration or visa status?