HIRING THE CUSTOMER SERVICE PROFESSIONAL

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Two Ingredient Parts:

- Understanding Selection 1/3 (*HIRING)
- Building the Relationship 2/3 (*ONBOARDING)

1 Shared Expectation
Hiring Life Cycle

- Problem Solving the Need
- Setting a Timetable
- Recruitment Drive
- Interview Process
- Decision Criteria and Judgment
- Onboarding and Sharing Expectations
problem solving the **NEED**

& the candidate **PROFILE**

- The Problem...?
  - What is the need

- Filling a Vacancy...?
  - Why

- Expectations...?
  - Different outcome
  - Variable Cost

- Character Traits
- K,S,A's
- Experience
- Development Plan
Character Traits & K,S,A’s

When surveyed, the #1 trait among all great customer service personnel is:

- Character Traits:
  - #1 Trait is CONSCIENTIOUSNESS
  - #2 Trait is AGREEABLENESS

K, S, A’s
- Mathematics
- Vocabulary
The Candidate Profile allows us to best predict and manage the overall effect adding people and changing roles have on the culture and face of the organization.

- **Essential Functions**
  - Scope
- **Relative Experience**
  - Need to know
- **Developmental Path**
  - The Investment
- **Behavioral Indicators**
  - Predicting
- **Response to Change**
  - Constants and Variables
Candidate Profile

Determining factors for sustained individual success within the organization.

Key questions:

“How will this role affect my corporate culture?”

“What is my need for change?”

- **Essential Functions**
  - Management
  - Administrative Support
  - Customer Services Scope
  - Technical Expertise

- **Experience**
  - Industry
  - Educational

- **Developmental Expectations**
  - Short Term & Long Term
  - Turnover Indicators
  - Organizational Commitment

- **Behavioral Indicators**
  - Character Traits
  - Motivating Factors
  - Patterns of Behavior
Essential Behaviors to Assess

It is important to measure these behavioral traits with the knowledge, skills, and abilities inherent and learned, AND how they fit your organization.

Determining Factors:

- Trust
- Tact
- Empathy
- Conformity
- Focus
- Flexibility
Recruitment

- Activity Calendar
  - Start date
  - Target Hire Date

- Identifying the Candidate Pool
  - Internal vs. External
  - Consider the Source!

- The Search
  - Targeted Posting
  - Managing Costs

- Control the Flow / Volume
  - “Boomerang Effect”

- Making Contact
  - Gauging Interest
  - “The Art of the Sell”
Interviewing is a stressful activity because we evaluate each other on both a business and personal level. Most interviews are unscripted but should still be planned.

**Interpersonal**
- Understand your interview persona
- Develop an interview style and method

**Professional**
- Know your evaluation criteria
- Interviewing precautions
Interview Setup

Everyone involved should understand and prepare for his or her role in the interview process.

- **Screening**
  - Preparing the candidate

- **Progression**
  - When and How many?

- **Participants**
  - Individually vs. Group
  - Assignments
Interview Styles & Methods

Two Principal Methods

- FACTUAL* (traditional)
- BEHAVIORAL

Styles

- Relational
- Adversarial
- Situational
- Open Ended
Factual*

- Specific experiences
- Right and Wrong
- Background questions
- Technical information
Behavioral

- Character Traits
- Suggestive of future behavior
- Insight into personal development
- Personal work style

PREDICTIVE
**How to Ask a Question?**

<table>
<thead>
<tr>
<th>Situational</th>
<th>Open-Ended</th>
<th>Neutral</th>
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</table>
| • Hypothetical  
• Current scenario | • What…  
• Why…  
• How… | • Non Intuitive  
• Preferential |

! Good Practice

For situational, open and neutral questions: Prepare sample answers in advance of the interview. Identify the types of responses you are looking for and rank them. Use this as a component of the candidate’s rating.
Evaluating

All information gathered must be evaluated against the Candidate Profile. Look for natural biases and determine relative effect.

- **Criteria**
  - CP
  - Determining factors for success

- **Baseline**
  - Consistency
  - Objective vs. Subjective

- **Reference Points**
  - Peers
  - Experiences
The key is to ask the individual why and how they evaluate themselves. This allows the interviewer to ask follow up questions. This method indirectly assesses questions about the individual’s perceived strengths and shortcomings.

Rate yourself in the following areas on a scale of one to ten:

Organization skills _____
Interpersonal skills _____
Creative thinking _____
Analytical thinking _____
Time Management _____
Technical skills _____
“How You End Is How You Start”

The Summary conversation

- Draws and Reservations
- Why we chose YOU
- The terms of the offer: pay, vacation, perks, etc.
- Contingencies

Talk about a plan for success

- Set a start date
- Know what is happening between now and then...
- Let the new associate know that there is a plan and they will be a part of it.

“Talk about a plan for success”

“A plan for success”

“Talk about a plan for success and how you end is how you start.”
Personal Benefits of Onboarding

- Greater familiarity with roles and responsibilities
- Adoption and integration into company culture
- Overcoming obstacles to building relationships
- Opportunity to align goals
- Engagement and sense of value
According to Gallup Polls:

53.5% characterize themselves as Not Engaged: “Giving just enough to get by”.

17.8% characterized themselves as Actively Disengaged: “Causing problems and creating challenges”.

28.7% characterized themselves as Engaged: “Love the job and say so to a stranger if asked”.

Engagement
Employees choose to engage largely based on the leadership they receive.

Engagement Leadership

- Consistent messaging
- Failure is an option
- Mentor other leaders
- Manage change
- Facilitate
Relationship Test

- First and last name of every employee
- Name of spouse, children, or pets
- Most significant professional event
- Most significant personal event

How long would someone have to work for you to learn that information?
When to ENGAGE

- First day, first week
- 30 days
- 90 days
- 6 months
- 5 Years

Managing Expectations

Clearly communicate

1. Duties that you expect on a regular basis
2. Goals that you expect to be successfully achieved
3. Practices you expect to see
Ideas that last generate the highest levels of engagement.

Deep, lasting impact is the secret weapon of the Engagement Leadership

LASTING ENGAGEMENT

- Have an objective
- Know your listener
- Choose the best approach
- Use a hook
THANK YOU