



You, like many other leaders, spend most of your day in meetings, pursuing work goals, problem solving. All of these functions are important. So you might find yourself ill-prepared for another key responsibility of an effective organization: selection of new staff, whether administrative or managerial. Not only is hiring new staff important, it is tough.

“The toughest decisions in organizations are people decisions—hiring, firing, promotions, etc. These are the decisions that receive the least attention and are the hardest to “unmake”. (Peter Drucker, *The Effective Executive*)

When you understand what it takes to effectively hire the person that fits the open job, you will understand that it takes more than “gut feeling” or quick decisions.

Hiring the wrong person costs the organization much more than most managers think. Organizations have found that it costs from 35 to 100% of an employee’s salary in direct and indirect costs. (Richard Deems, *Interviewing, More Than a Gut Feeling*)

Although understanding the costs of poor decisions is important, a grasp of the benefits of good selection decisions... should provide the best motivation.... (Pat MacMillan, *Hiring Excellence*)

So the success of your business or organization will be ultimately determined by the individuals you hire.

Dr. Harder’s guidance throughout the selection process was invaluable and allowed us to select the best possible candidate for our position. His interview training provided us with the tools which will assist us in the future to make the right hiring decisions, decisions based on facts rather than only on a hunch.

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