

# Bio: Mel Kleiman

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Certified Speaking Professional Mel Kleiman is an internationally-known speaker, trainer, author, and consultant whose expertise is hourly, frontline employee recruiting, selection, and retention. With over 25 years of research and consulting work to his credit, Mel is known for helping organizations improve their employee hiring processes through high impact, high energy presentations that deliver hands-on, practical information and advice meeting attendees can put to immediate use.

He also serves as president of Humetrics (which he founded in 1976) and is a member of several human resource-related boards and organizations as well as a longstanding member of the Society for Human Resource Management and the National Speakers Association.

The author of five books, including the bestselling ***Hire Tough, Manage Easy***, Kleiman has also written hundreds of articles for business, trade, and association websites and publications and worldwide.

# Tools, Tips & Techniques for Finding, Hiring, Retaining & Being Top Talent

**“The most important decision you make each day is who you  
allow in the door to take care of your customers.”  
~Sam Walton**

**“If you hire the wrong people, all the fancy  
management techniques in the world won’t bail you out.”  
~Red Auerback**

**“The day we screw up the people thing, it’s all over.”  
~ Herb Kelleher**

**“Life is too short not to work someplace AWESOME.”  
~Mel Kleiman**

Presented by



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President & Certified Speaking Professional  
**MEL KLEIMAN**

## Key Objectives

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## Key Ideas

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*If I give you \$100 and you give me \$100, what do we each have?  
If I give you an idea and you give me an idea, then what do we each have?*

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## How Do You Rank Yourself?

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1. On a scale of 1 – 10 (where 10 is highest/best), how do you rate your organization on:

Recruiting? \_\_\_\_\_ Selection? \_\_\_\_\_ Retention? \_\_\_\_\_ Engagement? \_\_\_\_\_

2. How do you rate yourself on:

Recruiting? \_\_\_\_\_ Selection? \_\_\_\_\_ Retention? \_\_\_\_\_ Engagement? \_\_\_\_\_

3. What makes you these numbers?

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4. What do you need to do to raise the bar?

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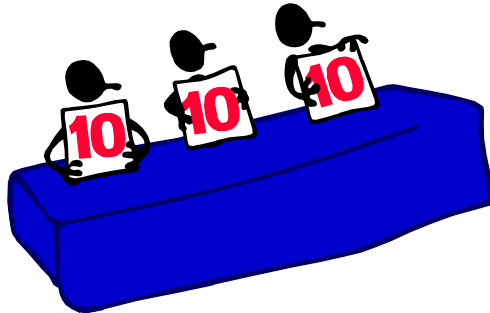
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# The 10 Questions

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Before you hire a new employee, be sure you can answer these key questions:

1. Could we do this job differently?
2. How important is it that this job be done well?
3. Why would anyone want to work for our organization?
4. Why would anyone want to do this job?
5. What will the person we hire need to do to succeed at this job?
6. Where will find and how will we attract this person?
7. How will we attract someone of the caliber we need?
8. How will we know an applicant has the abilities and skills needed to do this job well?
9. How will we get this person to come to work for us?
10. What will we do to train and retain this person?



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# Tools You Can Use



## Your Top 10 List



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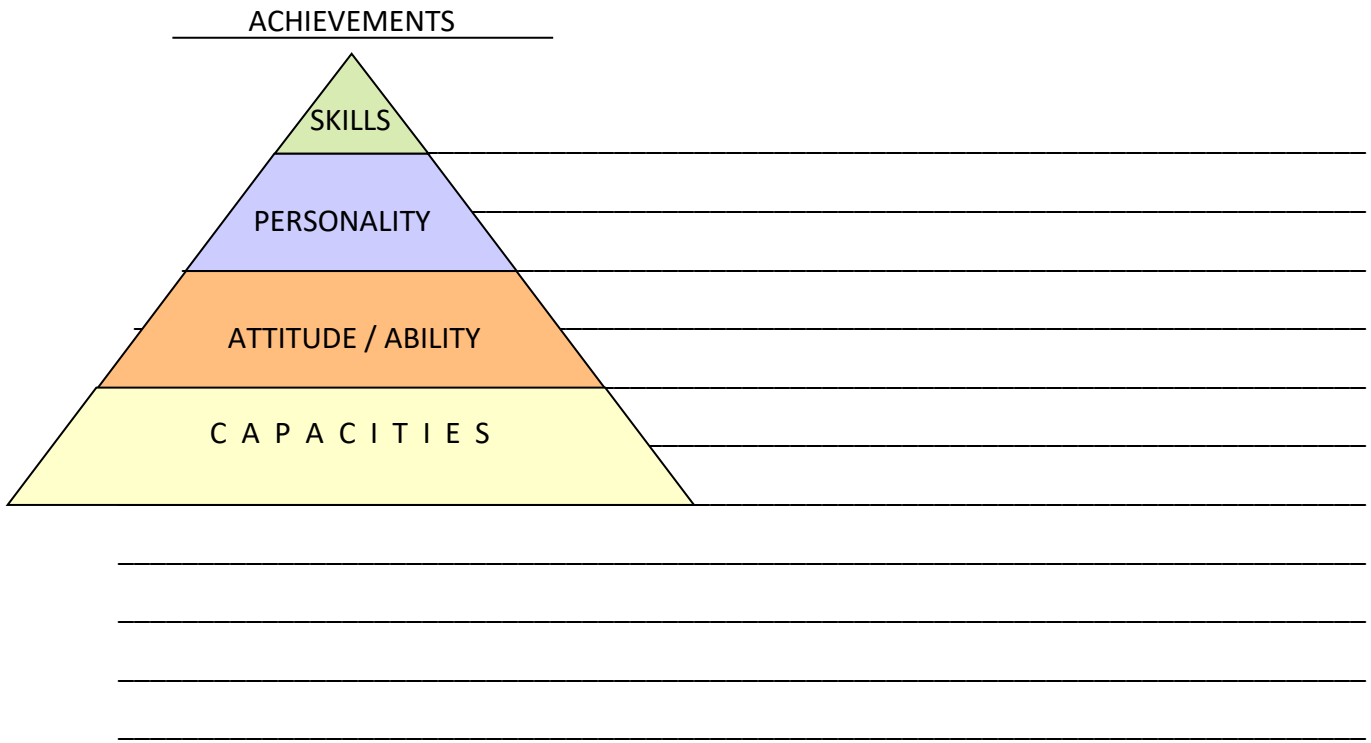
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## Your Shopping List



# Recruiting Words That Work

Combine these words and terms to create an exciting recruiting tool tailored to the position.

## Headline Words

Announcing	Now/New	Outstanding	Challenging	Available	Opportunity
Future	Special	Ultimate	Premier	Genuine	Star
Best	Change of pace	Unlimited	Select	Immediate	Leader
Growth	Unique	Discover	Quality	Urgent	Wanted
Options	Leading edge	Valuable	Right now	Distinctive	Exclusive
Success	Imagine	Excellence	Limited	Immediate	

## Action Verbs

Control	Reorganize	Devise	Select	Delegate	Resolve
Guarantee	Acquire	Invest	Attract	Initiate	Adopt
Reach	Create	Join	Supervise	Resist	Develop
Accomplish	Implement	Specialize	Facilitate	Administer	Introduce
Coordinate	Report	Exercise	Collaborate	Design	Review
Guide	Adapt	Train	Pursue	Interpret	Analyze
Revise	Articulate	Expedite	Validate	Complete	Prevent
Anticipate	Establish	Plan	Generate	Focus	Verify
Direct	Launch	Upgrade	Consult	Produce	Schedule
Assign	Conduct	Consolidate	Approve	Appraise	Strive
Explore	Formulate	Diversify	Examine	Assist	Prepare
Provide	Invite				

## Applicant Characteristics

Accomplished	Knowledgeable	Dynamic	Competitive	Career-minded	Controlled
Sharp	Organized	Enthusiastic	Resourceful	Independent	Aggressive
Bold	Practical	Versatile	Go-getter	Dependable	Educated
Certified	Accurate	Leader	Conscientious	Outstanding	Established
Creative	Ambitious	Superior	Reliable	Professional	Ingenious
Mature	Bright	Topnotch	Responsible	Motivated	Skilled
Efficient	Committed	Curious	Hands-on	Articulate	Take-charge
Exceptional	Self Starter	Driven	Seasoned	Capable	Proficient
Adaptable	Motivated	Energetic	Imaginative	Trained	Confident
Stable	Talented	Competent	Flexible	Dedicated	Veteran
Visionary	Well-mannered	Qualified	Expert	Quick-thinking	Organized

## Company Characteristics

Advanced	Progressive	Competitive	Major	Exciting	Trendsetter
Reputable	Sophisticated	Successful	Challenging	Innovative	Well-known
Aggressive	First class	Respected	Dynamic	Fun	Expanding
Developing	Outstanding	Traditional	Uncommon	Leading	Winning
Extraordinary	Established	Bold	Renowned	Vital	Stable
Family-oriented	Teamwork	Distinctive	Excellent	Fast-paced	

## Job Characteristics

Fast-track	Potential	Outstanding	Proven	Personalized	Diverse
Entry-level	Ground floor	Highly visible	Unusual	Intriguing	Extensive
Precision	Unlimited	Quality	Pleasant	Stimulating	Exceptional

# Interviews: Management's Top 10 Mistakes

by Mel Kleiman, CSP

**10. Failing to Create a Job Description:** How can you hire the best person for the job if you haven't defined what "the best" is? In addition to listing tasks and responsibilities, job descriptions should spell out the mental and physical abilities, skills, attitudes, and personality traits that are key to success. (While a librarian and a waiter both need to have good customer service skills, only one of them needs an outgoing personality.)

**9. Asking Illegal Questions:** Don't risk a law suit. Write out your interview questions, review each one, and ask yourself: "What does this have to do with the person's ability to do the job?" If it's not job-related, don't ask it. (If you need someone who will be on time every day, don't ask: "Do you have a reliable daycare provider?" Ask: "Other than personal illness, how many days were you late for work in the last six months?")



**8. Relying on First Impressions:** A study by the University of Chicago found 90 percent of interviewers make a hiring decision within the first 14 seconds of meeting the applicant. (No wonder so many bad hiring decisions are made.)

**7. Failing to Phone Screen Applicants First:** When you prescreen applicants by phone you save time, reduce legal exposure, and make sure each applicant is someone you actually should spend more time with.



**6. Hiring Based Only on the Interview:** A hiring decision based on the interview alone is successful only 18 percent of the time. The best predictors of success on the job are testing (53%), a temporary job assignment (44%), and the reference check (26%). Experience is reliable only 14% of the time and age is the least reliable predictor of success (-1%).

**5. Biases:** A bias is the instant bond you feel when you find out someone is from your hometown — even though its population is over 500,000 and you've never met before. Biases cause us to hire who we like best instead of the person who is best for the job.

**4. Not Asking the Right Questions:** Every unprepared interviewer in the world says: "Tell me about yourself," and then asks: "Where do you see yourself in five years?" And every job applicant has rehearsed answers to these questions. The best questions to start with are: "Tell me about your first paying job. What three things did you learn from it?" Use the same questions to take the applicant through all of their subsequent jobs. The answers paint a vivid picture of the person's work ethic, commitment, and drive.

**3. Talking Too Much:** Many interviewers seem to forget they can't learn anything while talking. Rule of thumb: The applicant should do the talking at least 80 percent of the time.

**2. Interviewing from the Application or Résumé:** When you conduct interviews with either of these documents in hand, you tend to simply confirm the information the applicant has already provided rather than learning what you need to know.



**1. Insisting on Education or Experience:** Credentials and work history are not the same as talent, abilities, or drive. A Harvard Business School study found that the combination of information, intelligence, and skill account for only seven percent of business success. Attitude alone accounts for the other 93 percent. Smart employers hire for attitude and train for skills.



## The Five Most Important Questions:

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1. Tell me about the first job you ever had and what you learned from it.
2. Tell me about the achievements in your life you are most proud of and the obstacles or problems you had to overcome.
3. Tell me about your last performance appraisal.
4. On a scale of 1 to 10, how would you rank yourself as a [job title]? Why did you give yourself that number? What would it take for you to be an even higher number?
5. What one question would you like to ask me? Of all the questions you could have asked, why did you choose that one?

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## The Five Firsts

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1. First Hour
2. First Day
3. First Week
4. First Paycheck
5. First Anniversary



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## Continue the Learning

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Visit [www.Humetrics.com](http://www.Humetrics.com) today to:



### Order Mel's Books

Sign up for Mel's Blog and Our Monthly Hiring Hints Email  
Access Free Employment Forms, Tools & Articles

## About Certified Speaking Professional Mel Kleiman

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More than 25 years of experience (speaking, consulting, research, training, writing)



Clients include Pizza Hut, The Dwyer Group, Cracker Barrel, Harley-Davidson, and ExxonMobil (as well as countless trade and professional associations and franchise groups)

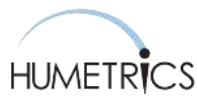
Author of five books including the best-selling *Hire Tough, Manage Easy*

Awarded the prestigious Certified Speaking Professional (CSP) designation in 1999 and member of the Society for Human Resource Management

## About Humetrics ([www.humetrics.com](http://www.humetrics.com))

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Founded by Kleiman in 1976, Humetrics helps organizations attract, select, and retain quality employees by offering expert consulting services as well as presentations and training programs, tools and processes that reduce turnover and increase profits. For over thirty years, the company has been a leading expert in recruiting, selecting and retaining frontline workers and the people who manage them. In addition to conducting in-depth, leading edge research, Humetrics prides itself on simplifying complex processes and delivering practical solutions that include customized employee selection systems and training programs.



## Participant Evaluation Form

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Your Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

### YOUR FEEDBACK FROM THIS SESSION:

What is the first action you will implement from this seminar?

\_\_\_\_\_  
\_\_\_\_\_

What did you like best about this training? \_\_\_\_\_

\_\_\_\_\_

What is one idea you will take back to your peers and/or employees?

\_\_\_\_\_

- I *do want* regular email support in applying this training in the form of short, monthly Hiring Hints emails and blog posts.

My email address: \_\_\_\_\_

(Your email address will never be shared.)

- Thanks. No email now, but maybe later.       I already receive your emails.
- This is exactly the kind of training I am looking for to improve our hiring process to reduce employee turnover and increase revenues and profits!
- I belong to a trade or professional association that would benefit from one of your programs at our next meeting. Please contact me so we can discuss this.

Phone Number: \_\_\_\_\_

This is my  Cell Phone  Office Phone    TIME ZONE:  Eastern  Central  Mountain  Pacific

*“The only thing worse than training your employees and losing them is not training your employees and keeping them.”*

*~ Zig Ziglar*