

"In the war for talent, this advice is from the field where the ammo's live, and the stakes are high."

-Mike Denker, Area Sales Director, Medical Device and Software Industry

HIRE *with* FIRE

A close-up photograph of a hand in a dark suit jacket striking a match. The match is lit, creating a bright, intense burst of orange and yellow sparks that radiate outwards. The background is dark and out of focus.

**THE RELATIONSHIP-DRIVEN
INTERVIEW AND HIRING METHOD**

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HIRE *with* FIRE

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PREFACE

HIRE with FIRE is about building great relationships with the people you interview. We believe the employee-employer relationship actually starts the moment the candidate is contacted about a position, whether that is by email, phone or a face-to-face interaction. The initial contact made by your company, through human resources or a hiring manager, sets the tone and stirs the candidate's interest in a potential job opportunity.

Throughout the interview process, the employer and potential employee will meet to get to know each other better. During this time, they may experience a variety of different feelings similar to the emotions involved in a dating relationship—the nervous energy of meeting someone for the first time, the awkwardness of getting to know each other, or the worry about their first impression. Interviewing, just like dating, involves feelings. By definition, feelings are an emotional state or reaction. Sometimes those feelings bring insecurity. Oftentimes, if we are lucky, they bring us reassurance, enthusiasm, and passion. Either way, as human beings, our feelings are an important part of who we are. Although we hate to admit it, our feelings can change our destiny and can cause us to move forward or turn back. Our emotions often guide us into knowing whether or not an anticipated change, such as a career move or a candidate hire, is going to benefit us or cause us peril. This instinctual feeling is known as our gut reaction.

In *HIRE with FIRE*, we will look at how gut reaction can influence our decisions, and we will discuss how your emotions may influence your decision on who you hire. We will also take a closer look into the candidate's feelings during the interview process and the impact it has on their decision to accept a job offer, their onboarding experience, and their longevity with your company. We believe the relationship-driven interview and hiring method is a personal,

respectful, and empowering approach to how you behave or deal with candidates throughout the interview and hiring process. The relationship side of candidate selection, the job offer, and final acceptance by the candidate are all equally important and necessary components of hiring quality employees.

In *HIRE with FIRE*, we approach these elements in a personal and respectful manner by attempting to build the employment relationship instead of just *making a hire*. Although mindful of the legalities and complexities of modern hiring, we believe it can still be a fun and rewarding experience.

Randy and I have been recruiters for over two decades. We own an executive search firm where we recruit various professionals. We enjoy working with our clients and assisting candidates in finding career opportunities. As a result of our experiences, we have gained insight into the employer-employee relationship.

As we discuss some of our personal and professional stories and relate them to the hiring process, we hope that you will find a few minutes to sit back, relax, and enjoy the fire.

All the best,

Denise and Randy

CHAPTER ONE

Setting the Scene



It can be exhausting to find the right match! Just trying to find the sock that matches the one you took out of the dryer can drive you crazy. Finding a good match for anything can be difficult, let alone trying to find your soulmate or even trying to find the best talent for your company.

As recruiters, we are looking for talent. It's what we do, and we love it. We are tasked to find the right people for our clients every day. Similar to a dating app that matches compatible individuals, a

SETTING THE SCENE

recruiting company screens candidates to see if they are the right match for a company's open position. This isn't always easy because every person and job is unique. Additionally, every candidate has a different background and a different story to tell. So we started thinking...which led to this book. And maybe you are thinking about it too since you've picked it up! So here we are, ready to embark on our new relationship.

Relationship? But wait, we may have never met! Yes, I know this sounds odd, but we are going to spend some time together over the next few chapters, and you don't spend time with just anyone. Typically, if you spend time with someone, it's because it benefits you in some way.

We can probably agree that relationships are important and exist at every level, even globally. Think about it this way: if two countries can be in a relationship, why can't we? During wartime, relationships were critical to our country's success. It's great to have allies.

The word *relationship* may mean something different to each of us. Dictionaries often describe it as "a state of affairs existing between those having relations or dealings."¹ It is an association, connection, a liaison, or affinity for someone or something. Friendship is a great example.

We have found over the last two decades of working in the recruiting business that new employees have a higher success rate when a relationship is created early between the interviewer and the candidate. This relationship often continues throughout the interview process into employment. It is the basis for *HIRE with FIRE: The Relationship-Driven Interview and Hiring Method*.

¹Merriam-Webster, <https://www.merriam-webster.com/dictionary/relationship>, Accessed August 23, 2019

Through years of our recruitment experience, we have observed a strong similarity between a personal courting relationship and the relationship that develops during the hiring process. As we discuss relationships further, we want you to consider looking at the hiring process from a different perspective—as if it were a dating relationship. For example, the first interview has some similarities to that all-important first date. Both parties may be nervous, anxious, and anticipating the next moment. They may *click* with the other person or they may not. This is not unlike those important first few minutes of an interview. Is a personal relationship any different? The key elements of human interaction are present in both scenarios. But since we want you to read on, we will save that information for later.

It is our hope that through the *HIRE with FIRE* method, you will gain a better understanding of the feelings and interpersonal interactions that help both the interviewer and the candidate have a better understanding of one another. By exposing the potential areas of opportunity or concern, we hope you will develop a stronger relationship with each person you interview, not just those you hire.

In addition, since this book is about relationships, we will focus our discussions about the relationship that develops with each candidate you interview. Although extremely important to our discussions, for the purposes of this book, we will not extensively discuss diversity initiatives. However, we believe that for good relationships to exist within your organization and its culture, your company should have a well-defined diversity and inclusion plan. We must acknowledge that above everything else, all human beings are created equal, and good relationships, built on inclusivity can occur naturally when respect is offered to people of every race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability or genetic information.

In our discussions, we are going to make the assumption that you already understand the important guidelines set by The U.S. Equal Employment Opportunity Commission (EEOC) and the Uniform



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INTERVIEW AND HIRING METHOD

Buy the full version today!

HIRE with FIRE is the manager's guide to a relationship-driven interview and hiring process. This process is designed to improve the candidate experience, help you hire the right people, build your employer brand and make employee recruitment fast and easy.

WHY HIRE WITH FIRE

Whether you are a CEO, an HR manager, experienced or new to hiring, HIRE with FIRE will show you how to hire engaged people who will set your team and company on fire. This is not a book filled with compliance issues and various other complexities — it's a book about human interaction, instilling hope, and igniting passion in yourself and others.

By comparing the hiring process to a personal relationship, the HIRE with FIRE method will help you view hiring from a broader human relationship perspective. The authors' insight, as well as comments from leading management professionals, will help you build successful relationships with both candidates and future employees that will benefit your company for years to come.

Prepare to revolutionize the way you think about interviews and the hiring process.