


HOW
Motivation-Based Interviewing
Positively Impacts
Quality-of-Hire

Presented By: Julie Clément, CHRL
January 14, 2016 Cornwall HRPA Event

Do we really need a
new interviewing
method?

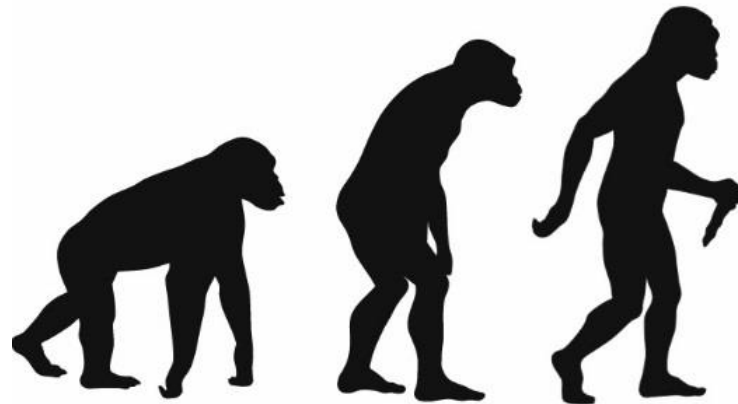
A large, hand-drawn style red question mark is overlaid on the text, centered behind the word 'really' and extending down to the word 'method?'. The question mark is composed of several overlapping red lines, giving it a sketchy, hand-drawn appearance.

The Evolution of Interviewing

In the beginning – Gut Feeling

GOOD - Hypothetical & Open-Ended Questions

BETTER - Behavior-Based Interviewing



TOP 5 Characteristics of a Bad Hire

Employers reported several behavioral and productivity-related issues:

1. Employee doesn't produce the proper quality of work.
2. Employee doesn't work well with other employees.
3. Employee has a negative attitude.
4. Customers complain about the employee.
5. Employee doesn't meet deadlines.



As interviewers we are still unable to screen out **consistently** an unproductive, uncooperative, pessimist who repels customers!

The survey found that a single bad hire can *significantly* affect an organization's bottom line.

3 REASONS WHY Bad Hires Happen!

1. “Skill” is used as the sole criteria for identifying High Performers.
2. Questions that benefit the applicant...not the interviewer.
3. Can't correctly assess self-motivation using behavior-based interviewing.



Skill-Level Alone...As A Predictor

- Only considers those with the perfect skill set at the time/date of the job opening...AND...who are looking for a lateral move.
- If skill equates to performance level, we could teach the skill and everyone would be a High Performers.
- Skill is not the same as motivation.



Correctly Assessing Motivation

- ___ Are you highly motivated?
- ___ Tell me about a project you initiated?
- ___ Are you a go-getter?
- ___ Do you think initiative is important?
- ___ On a scale of 1-10, how much effort do you put into your work?



High
Performer
or
Impostor?

Most candidates would describe themselves as being very motivated.

The Next Evolution...

In the beginning – Gut Feeling

GOOD

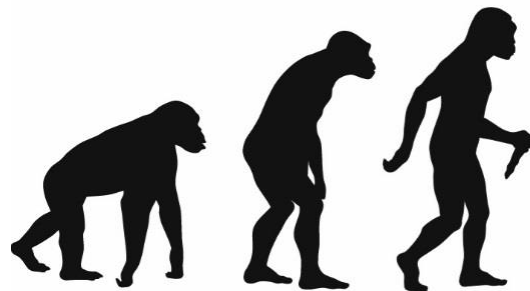
- Hypothetical & Open-Ended Questions

BETTER

- Behavior-Based Interviewing

**GAME
CHANGER!**

- Motivation-Based Interviewing (or “MBI”)



Why Motivation-Based Interviewing?

- Disney uses this method when they hire new employees.
 - Lee Cockerell, former Executive Vice-President of Operations at Disney, was interviewed in a podcast in May 2015: ***How to Hire Outstanding People***.
“Your people are your brand, they are your reputation, how they represent your company, how they smile, how they greet people, how they deliver customer service...”
- We can’t afford **not** to hire the best.
 - Carol Quinn mentions in her book ***Don’t Hire Anyone Without Me***: *“As it turns out, the employee who possesses the best skills to do the job is not always the best person to hire. Knowing what I know today, I’d put my money on the person with the most motivation instead.”*

Motivation-Based Interviewing 101

The Basics:

- MBI was specifically developed for hiring **High Performers**.
- It takes no extra interviewing time and can be used to fill any job opening.
- It is being used globally.

1.

MBI assesses the three components common to ALL High Performers.

2.

MBI uses three simple, yet powerful rules to create effective interview questions.

3.

MBI assesses an applicant's level of self-motivation to do a specific job.

MBI also has a built-in 'Hire ONLY High Performers' minimum hiring standard.

The 3 Components Common To ALL High Performers

1 - ATTITUDE

*"I CAN Figure Out A Way
To Achieve This!"*

+



+

3 - SKILL

"I'm GREAT At Doing This!"

2 - PASSION

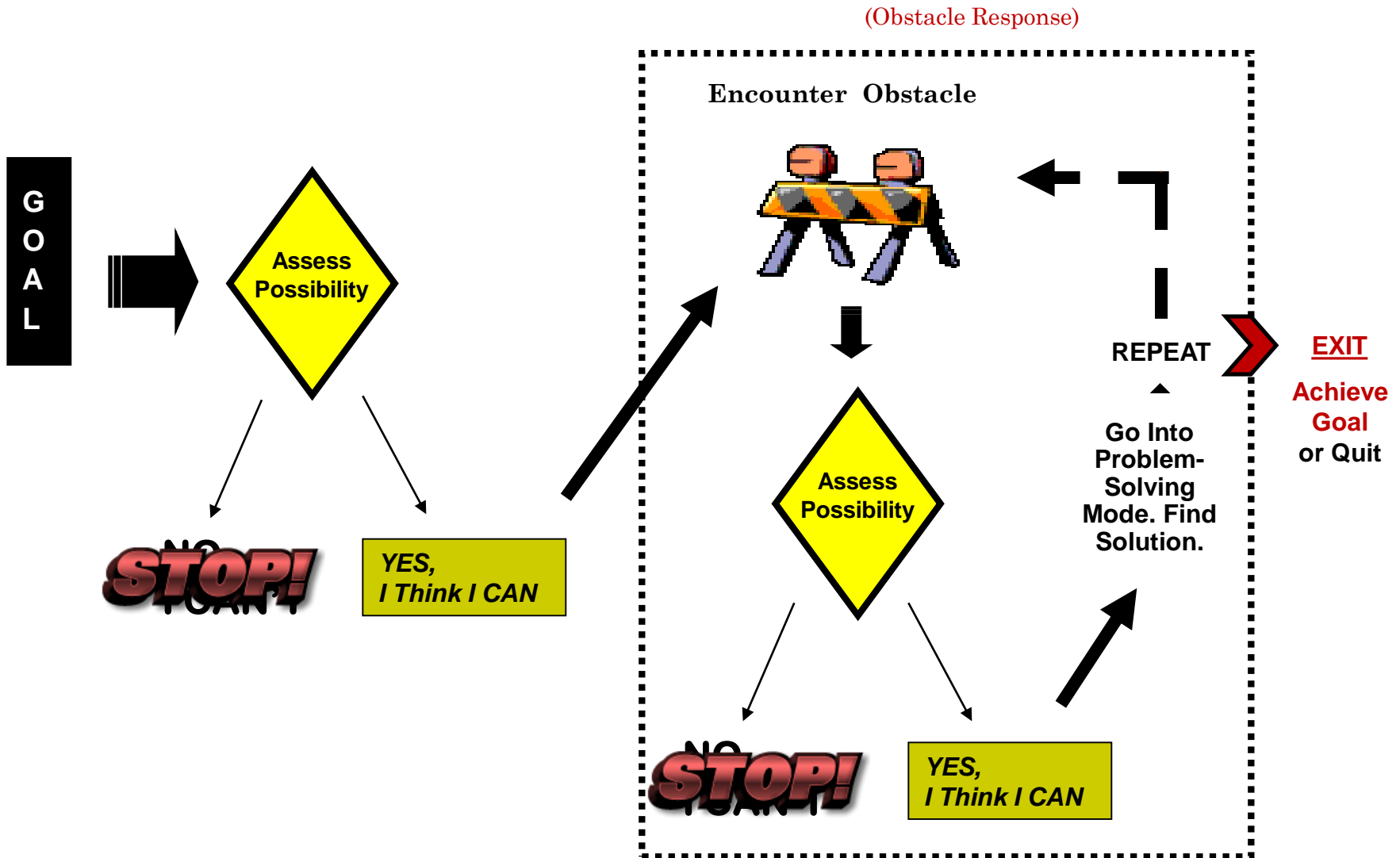
"I LOVE Doing This!"

+

When these 3 come together, they create an unstoppable self-motivation that enable High Performers to achieve better results.

THE HIGH PERFORMER MODEL

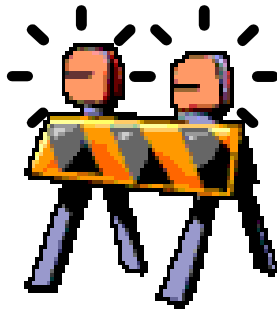
The Process of Achievement



Two Consistent LAWS of Achievement

1. There are ALWAYS obstacles!
2. Only those who find a way to overcome the obstacles get to their goal.

Encounter an Obstacle

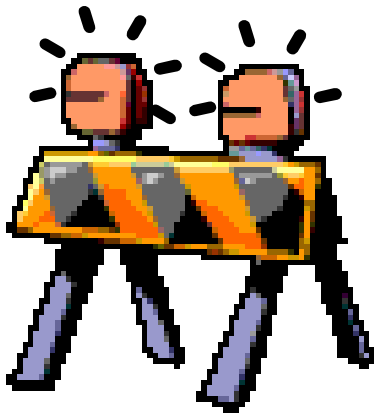


**"NO!
STOP!"**

**"YES...
I think I can!"**

What Is An "Obstacle"?

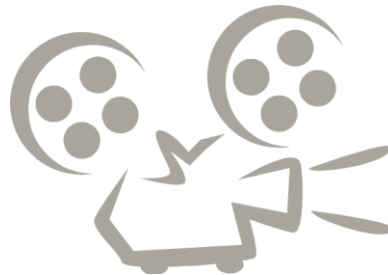
Obstacles are not in the way. Obstacles are part of the way.



1. Anything that blocks the path to a goal.
2. Something we DON'T KNOW HOW to conquer or overcome. Not knowing how makes it difficult.
3. Obstacles force people to decide whether they think they can or cannot be conquered, which in turn, exposes their attitude.

Watch Video

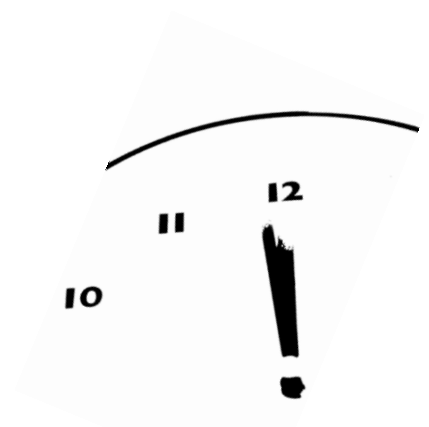
1. Describe the major difference between the two managers.
2. When did you *first* notice this difference?
3. Do you think this difference played a role in what each manager was able to achieve?



RECAP - Attitude Video

What You Learned From The Video

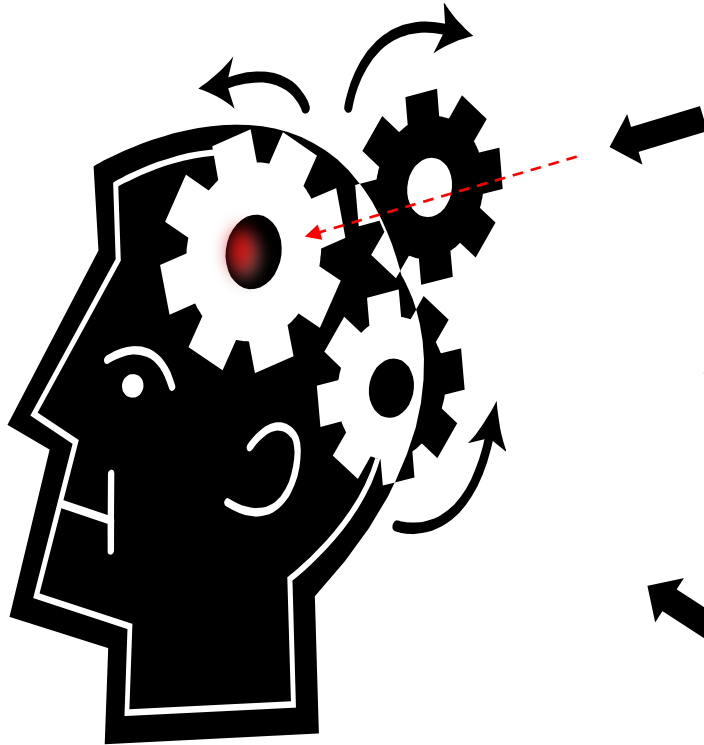
- ✓ Not everyone thinks in exactly the same way.
- ✓ People make up their minds within seconds of encountering an obstacle whether they think they can or can't conquer it.
- ✓ Knowing how is NOT a prerequisite for having an "I can" attitude.
- ✓ There is a connection between one's *attitude* and outcome.



**Attitude shows
within seconds**

***"Attitude is a little thing that makes a big difference."* Winston Churchill**

We're Wired To Prove Our Thinking Right



Step 3.

Only ***“I can”*** thinking activates the *problem-solving* part of your brain which is located in the frontal lobe. This is the same area that controls and activates motivation.

Step 1.

“Possibility” is assessed in a split-second in the cerebral cortex which predicts an outcome based on our *learned way of thinking*.

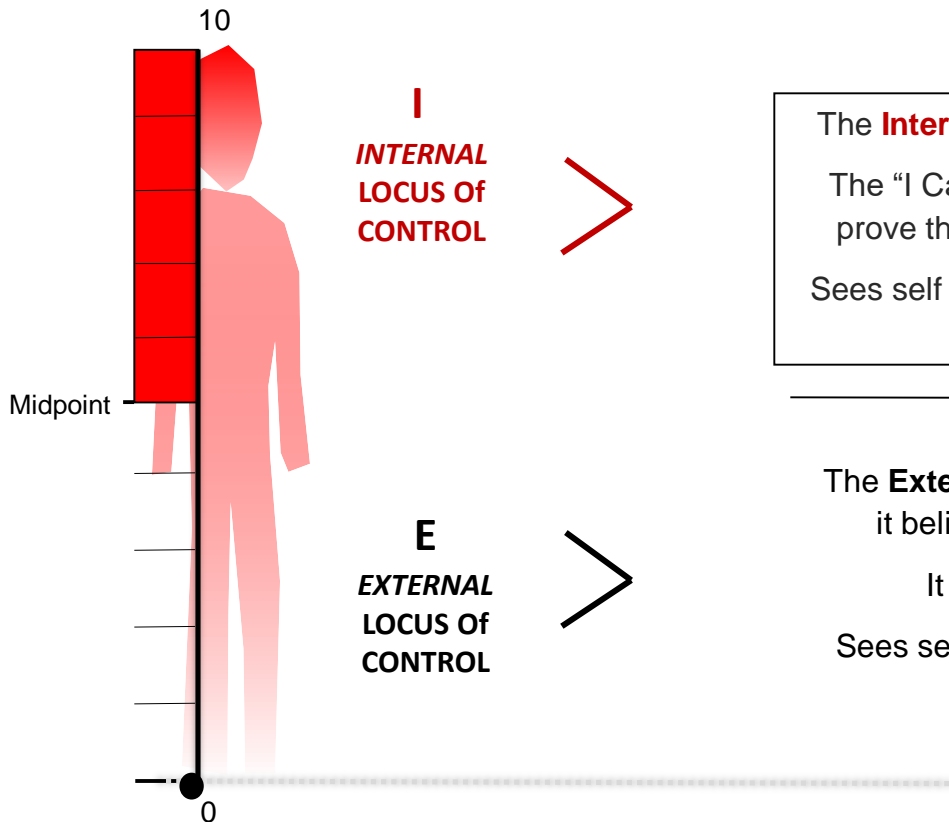
Step 2.

This prediction is automatically accepted as being right. The appropriate response to prove it follows. *“Whether you think you can or cannot, you’re right.”* Henry Ford

This is what medical research (fMRI) has discovered about the Power of Attitude!

The Locus of Control Scale

The Science Behind Attitude



The **Internal** - “**I CAN**” attitude is the *fuel* behind **self-motivation**.

The “I Can” attitude seeks solutions, then takes positive action to prove the obstacles can be hurdles & the goal can be achieved.

Sees self as more powerful than the obstacle. Believes control over results resides within.

The **External** - “**I CAN’T**” attitude blocks self-motivation because it believes the obstacle is insurmountable...so why bother.

It fails to seek solutions or take constructive action.

Sees self as being powerless over the obstacle. Believes control over results resides elsewhere...**not** within.

Locus of Control Scale
(vertical)

Excuses, Blame...and Attitude

Obstacle-Centric Rationale

1. Excuses and blaming are offered up as a *substitute* for results.
2. They have an inverse relationship with success.
3. Their purpose is to shift control & responsibility for poor results off of oneself & onto someone or something else.
 - *It's not my fault!*
4. They are a self-proclamation of *powerlessness*. They are used to deny, cover up and rationalize personal ineffectiveness.
5. Excuses and blaming work in partnership with the *external locus of control* ...or the "I can't" attitude.



Excuses and blaming are huge clues that point towards an external locus of control.

Introduction To Passion

When people get to do what they love to do
they are naturally self-motivated!

PASSION is...

1. **LIKES** – *It's what we enjoy or love doing the most.*
2. **STRENGTHS** – *It's where we develop our greatest strengths.*
3. **GOALS** – *It's what we can't get enough of and want to do more of.*

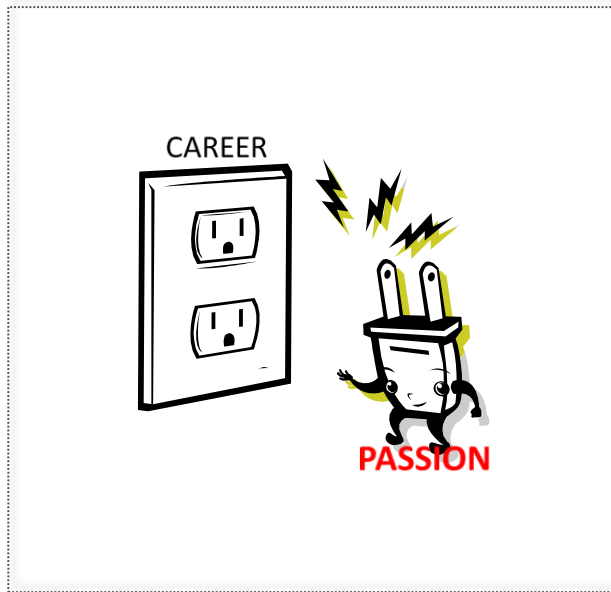


High Performers commonly say the key to their success was finding a career that they love!

Passion Is An Energy Within!

*“Passion is energy.
Feel the power that comes from focusing on what excites you.”*

OPRAH WINFREY



Plug The Right Person Into Right Job

The energy generated by a person's *Passion* yearns to be expressed. Only when the job duties and a person's *Passion* are a MATCH will this energy fully flow into the job in the form of self-motivation.

When this happens, it's a win for the employee & the employer!



**When a job becomes a playground
for passion...stand back!**

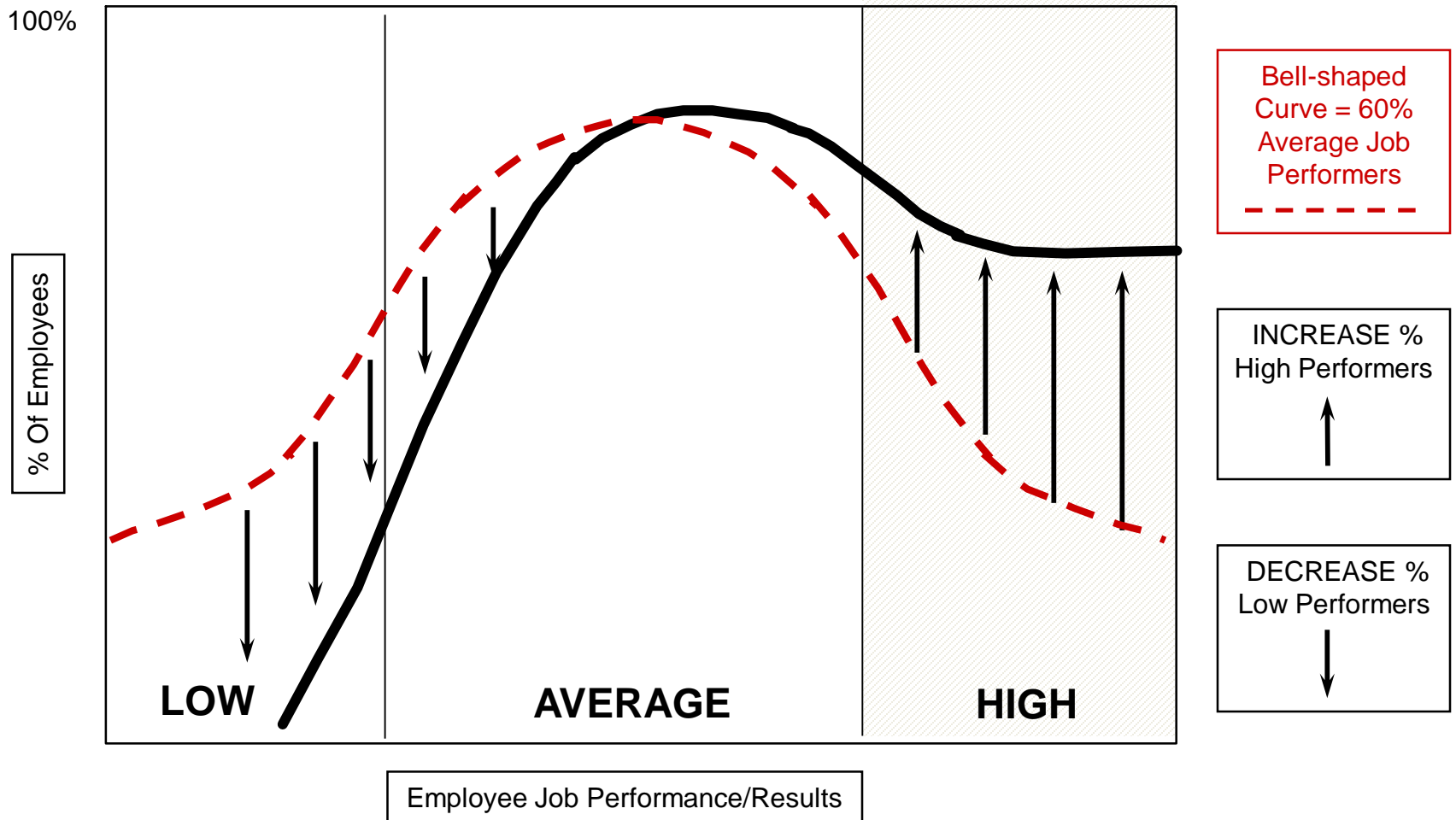
MBI's Positive Impact on Quality-of-Hire



- MBI improves quality-of-hire by aligning with basic human behavior, principles of motivation, and how achievement comes about.
- MBI uses effective interview questions that gather the information that interviewers need to more accurately assess motivation and correctly predict future job performance.
- Companies using MBI have experienced:
 - increased productivity
 - increased customer satisfaction scores
 - significant decrease in turnover (up to 35%)
 - reduction in overtime
- MBI closes the holes that exist in traditional interviewing that allow marginal job performers to be mistaken as good hires.

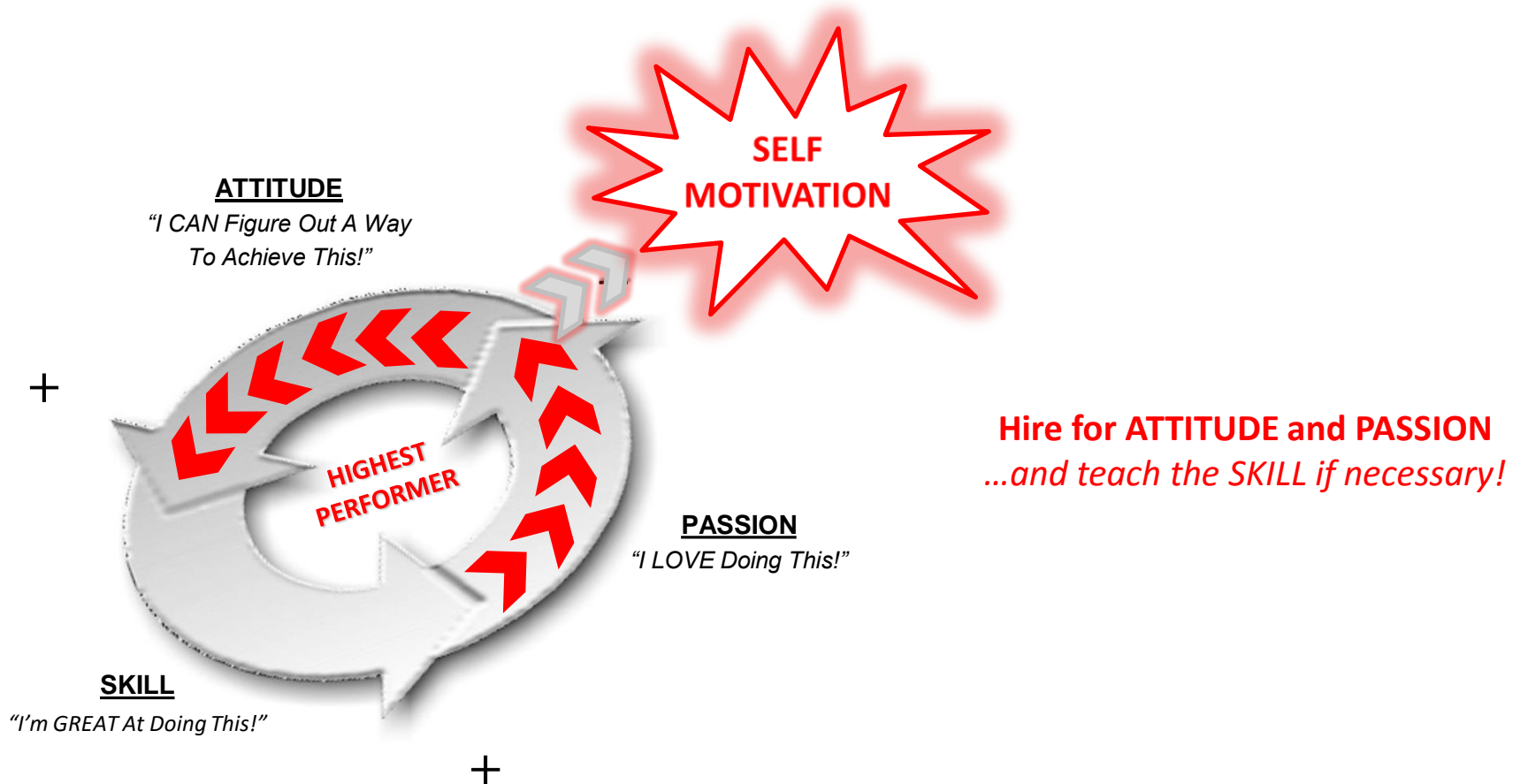
Motivation-Based Interviewing

Less Mistakes - More High Performers



Hire Self-Motivated People...

Because You Cannot Change Another Person's Attitude or Passion



BAD BUSINESS STRATEGY: Hire poorly then try to transform employees into High Performers.

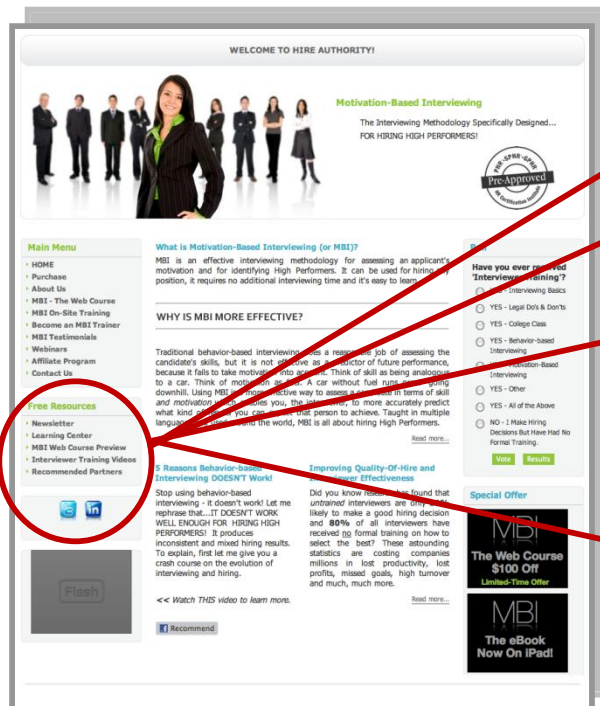
How MBI works



- Properly & consistently phrased skill-assessment questions are used to gather both *skill* and *attitude* information.
- The applicant's **predominant** response to difficult challenges/obstacles is determined. This is considered the #1 predictor of future success.
- Five specific questions are used to **assess passion**, or *what* motivates the applicant. The applicant's passion and the job duties should be a match.
- When the right attitude joins forces with passion, the result is a highly self-motivated individual who achieves better results. Teach skill if necessary.
- The built-in "Hire ONLY High Performers" hiring standard includes the 3 components common to ALL High Performers - *skill, attitude & passion*.

FREE MBI Resources

Website:
www.HireAuthority.com

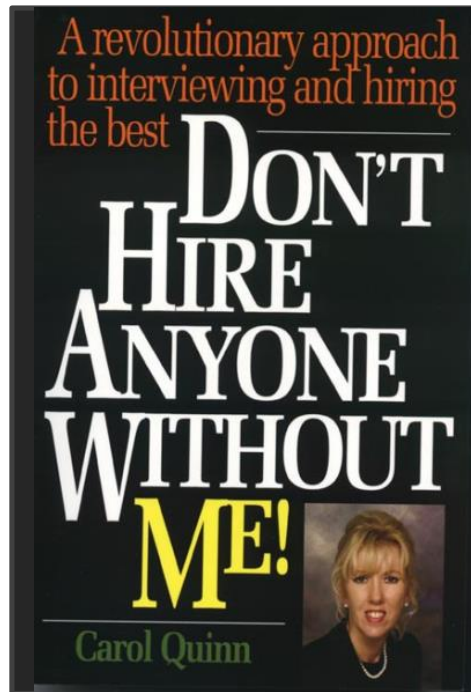


FREE Resources

- ▶ SUBSCRIBE
- ▶ 'Hire Attitude' Newsletter
- ▶ What's Your HIRING IQ?
- ▶ Tutorial - MBI Questions
- ▶ Hiring Law School & Test
- ▶ One Dozen Training Videos
- ▶ Our CEO + Carol Quinn LIVE!
- ▶ Recommended Partners



Read The *How-To* MBI Book!



Written By The MBI Creator -
Carol Quinn.

Carol Quinn

JOIN NOW!

NEW GROUP



Motivation-Based Interviewing

The MBI Linked In Group is a forum for those on the "hiring" side, who are interested in learning more about MBI, sharing best practices and improving their MBI skills to identify and hire more high achievers.

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Questions?

