**5 Key Reasons New Hires Fail\***

* + **26% lack \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
  + **23% lack \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
  + **17% lack \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
  + **15% lack \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
  + **11% lack \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**\*Based on 2012 research from LeadershipIQ on 20,000 new hires over a 3-year period**

* **46% will fail within \_\_\_\_ months.**
* **35% will be \_\_\_\_\_\_\_\_\_\_\_\_\_\_ performers.**
* **19% will be \_\_\_\_\_\_\_\_\_\_\_\_\_\_ performers.**

**Ways to Prevent: STOP doing the following:**

* **Asking candidates to tell you about and their \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_**
* **Asking \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ behavioral questions (problems bringers vs. problem solvers)**

* **Asking \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ questions**
* **Asking \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ questions**
* **Asking questions that could potentially give you information you \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**2-2-2 Exercise: Sample**

|  |  |
| --- | --- |
| **2 Best Employees** | **2 Worst Employees** |
| **Distinguishes between really big problems that could permanently damage the company and minor problems that don’t really hurt the company.** | **Blames others or makes excuses when things go wrong, including other departments or even customers** |
| **Takes responsibility for and actually accomplishes tasks, constantly growing their own skill set.** | **Not collaborative, preferring to fly solo and then gets all the glory, even it means ultimately generating a suboptimal solution.** |

**Your Employees**

|  |  |
| --- | --- |
| **2 Best Employees** | **2 Worst Employees** |
|  |  |
|  |  |

**Developing and Implementing Brown Shorts Questions**

1. **Identify brown shorts characteristics based on your company’s culture**
2. **For each brown shorts characteristic identify a Differential Situation.**
3. **Begin with question by asking “Could you tell me about a time you…”**
4. **Leave the question hanging**
5. **Test questions on your high performers and low performers to develop your answer guides**
6. **Train your managers to use the brown shorts strategy in their interview process.**

**Coachability Questions\***

* **“What was your boss’ name?—Please spell the full name for me.”**
* **“So could you tell me about \_\_\_\_\_\_ as a boss?”**
* **What’s something that you could have done (or done differently) to enhance your working relationship with \_\_\_\_\_\_\_\_\_\_\_\_?**
* **“When I talk to \_\_\_\_\_\_what will he/she tell me are your biggest strengths?”**
* **“Now everyone has some weaknesses, so when I talk to \_\_\_\_, what will he/she tell me yours are?”**