

# Top Ten Hiring Tips

By Greta Kauffman



Helping You Break Through Barriers You Can't See

## This is a Sample Chapter From a Book In the Secrets of a Serial Entrepreneur™ Series

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## **Top 10 Hiring Tips**

**By Greta Kauffman**

**President and Founder, Target-Teams**

Nothing is more important, or can have greater impact than the people you hire. A hiring mistake can literally cost hundreds of thousands of dollars and be magnified over the entire organization, or it can be the beginning of massive success. A bad hire at a senior level, in critical areas, at critical times, can even ruin a company. Yet done right, a good hire can make up for a lot of other issues and drive massive success.

### **The Tips**

- 1. Spend sufficient time thinking and planning before starting the hiring process. Recruit only after you know exactly the skills, values, background and education you need for your open position.**
- 2. Track your annual cost of turnover. This will help you understand the cost of losing excellent employees at your firm. It can help you to justify the use of hiring tools to help you reduce the incidence of hiring mistakes.**
- 3. Maximize your referral network. People you know and trust can yield incredible referrals. To maximize your referral network use every means possible to publicize your open positions. Focus as much attention on your referral network as you do on placing ads and engaging with recruiters.**
- 4. Have special “recruitment” cards made up that you (and other select people in your business) can pass out to people you meet, who impress you.**
- 5. Consider conducting a “Hiring Seminar” as the first step in your hiring process. This can be an excellent use of your time to begin funneling large numbers of applicants into your hiring funnel.**
- 6. Timing is everything. Make a decision on a candidate in a timely manner. Multiple companies usually court excellent candidates. Don’t lose an excellent candidate because it took you too long to make up your mind or assemble your offer.**

7. **Have a written recruitment and hiring system. Without a written system you don't have a system. Great companies have a Hiring System.**
8. **Send rejection letters to every candidate that is not selected. It is courteous. Additionally, you never know if you may need to hire them if your first hire doesn't work out. You might also find them in a position to help you make a sale. Fate is strange.**
9. **Use scientifically validated hiring solutions (validated for hiring and candidate selection) as a screening tool. There is incredible technology available which can help you to eliminate a large percentage of the hiring mistakes you make.**
10. **See #9. People use "dating behavior" during interviews. You will not see the "real" candidate in an interviewing situation. The candidate will focus on saying, acting, dressing and playing the part of the ideal employee. They are masking their "natural" behavior. Assessment solutions, used during the hiring process, allow you to remove the mask and ascertain with a high degree of accuracy, who the candidate really is.**



**Greta Kauffman is President & Founder of Target Teams. Target Teams helps companies select their key employees using sophisticated behavioral and values assessments. These assessments help you determine if the candidate is the right person for the job. Greta has over 21 years of business experience, focusing on hiring and candidate selection, sales, marketing and management from some of the world's most successful companies including Lotus Development Corporation, Netscape Communications and Cisco Systems. Greta can be reached at [greta@target-teams.com](mailto:greta@target-teams.com) or at: 617-864-7474.**

### **ADDITIONAL NOTE FROM BOB NORTON ON HIRING TODAY**

With so many candidates available today there is a tendency to fit a "square peg in a square hole" and ignore the much greater issue of candidate "quality", as opposed to specific, narrow domain or industry experience. I would easily trade intelligence, creativity, self-motivation, honesty and good work ethics for many more years work experience in a particular field. The fact is anyone can learn about a market or a niche's special considerations quickly, but you can never turn someone without these qualities into a superstar. Not weighting these factors properly by just looking at a binary "Yes -No" filter is a mistake many companies and recruiters are making very often today. This is a shortsighted view of a long-term decision with great potential for disaster.

**Appendix**  
**Other Available Products to Help Your Business Grow More Rapidly**

**Appendix - Other Products For CEOs, Entrepreneurs and  
C-Level Executives To Help Grow Your Business More  
Rapidly**

C-Level Enterprises, Inc. offers a series of unique books as part of titled “The Secrets of a Serial Entrepreneur™”. These books are all written by Bob Norton and are designed to be used at key points in a company’s development life cycle, and throughout the development of the company. They are a great alternative to high-price consulting services from business launch experts and will greatly increase any entrepreneur’s chances of success. They provide proven frameworks for success, developed by Bob Norton over 15 years as a CEO and 25 years as a serial entrepreneur, to help break through some of the most common and practical traps that growing businesses fall in to virtually all the time; if they have not grown a business before to this size.

The entire series can be seen at <http://www.CLevelEnterprises.com/products.htm> if you are online go there for the most up-to-date information now. Otherwise you can read below. The Books cover the business development steps: Design, Launch, Hire and Manage. And ideally should all be read in that order.

**Appendix**  
**Other Available Products to Help Your Business Grow More Rapidly**

**Books and Tapes For CEOs, Entrepreneurs and C-Level Executives To Help Grow Your Businesses More Rapidly and Develop Long-term Competitive Advantage**

These books are all written by Bob Norton, a serial entrepreneur for over 25 years and a CEO for more than 15 years. Mr. Norton is one of the leading authorities in the world on entrepreneurship, intrapreneurship and growing businesses rapidly. He has participated in eight startup companies, grown two to over \$100 million in sales and several have dominated their respective markets. He has also worked for two multi-billion dollar corporations running product development efforts. His experience goes across all size companies, and many types of businesses in various industries. During his career Mr. Norton has helped created over \$1 billion in new shareholder value just while at those companies. Mr. Norton provides expertise on growing small and medium size companies more rapidly using eleven different proprietary tools and methodologies for business design, development and optimization, which he has developed over the last fifteen years. Many ideas are also contributed from over 1,000 business books in his personal library. He also runs the premier CEO and Entrepreneur Boot Camp in the U.S. today, which is design to cut years off the learning curve of CEOs and entrepreneurs and turn them into world-class CEOs. This exclusive event teaches practical business design and optimization systems in an intensive 3-day training program for any CEO or entrepreneur.

Mr. Norton has appeared on CNBC, Good Morning America and many other regional and national media like Inc. magazine. He provides advice to entrepreneurs and CEOs through consulting, speaking, writing and seminars. He frequently speaks at corporations, associations, and universities on business topics.

These books are targeted at particular problems and stages of development where early-stage ventures commonly encounter critical issues while moving from raw startup with an idea to becoming an established company. They are guaranteed to improve any

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**Other Available Products to Help Your Business Grow More Rapidly**

business's chances of success dramatically. They can be downloaded immediately and the ideas and systems put into action the same day. Unlike hardcover books, that need to be a certain size to justify the printing, distribution and retail markups, these books will not have lots of redundant information, essentially showcasing the same basic ideas five different ways. They are packed with totally unique content that comes from the experience of a real serial entrepreneur, not just an author who did some academic research, but practical advice and systems for CEOs and entrepreneurs proven to work over two decades. The philosophies and systems used in each are compatible so that, as a set, they will create a framework for successful and rapid business growth.

You can click on each book icon below for more complete information.



**DESIGNING**



**LAUNCHING**



**HIRING**



**MANAGING**



**ALL FOURS  
BOOKS**

**The Startup Manual includes all four books plus our proprietary business design tools CD-ROM.**

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**Other Available Products to Help Your Business Grow More Rapidly**

Books and Tapes Order Form

(Click on Titles For Complete Information and online ordering)

<b>Books &amp; eBooks</b> These are provided as PDF files. Add \$8.95 shipping and handling for each book <u>only</u> if you want a physical hard copy printed and shipped to you.	<b>Unit Price</b>	<b>Printing &amp; Shipping</b> (eBooks Free)	<b>Quantity</b>	<b>Total</b>
<a href="#"><u>Designing a Startup For Rapid Growth and Profit</u></a>	\$39.00	\$8.95		
<a href="#"><u>Roadmap To Launching A Successful Company</u></a>	\$39.00	\$8.95		
<a href="#"><u>Hiring The Best People At Early Stage Companies</u></a>	\$27.00	\$8.95		
<a href="#"><u>How to Manage a Business For Rapid Growth</u></a>	\$34.00	\$8.95		
<b><u>The Startup Manual</u></b> Set Of All 4 books above in 3-ring binder.  Save \$10 When all are purchased together	\$129.00	\$10.95		
<b>Audio Taped Seminars With Slides</b>				
<a href="#"><u>Raising Angel Financing (2 CDs + Slides)</u></a>	\$39.00	\$6.95		
<a href="#"><u>Bootstrapping (2 CDs + Slides)</u></a>	\$39.00	\$6.95		
<b><u>The Ultimate Startup Manual</u></b> All 4 of the above books plus both audiotape programs. This product comes in a three ring binder with over three hours of audio on Raising Angel Financing and Bootstrapping. It is a complete system for starting an early stage company from original idea to first outside financing. It should save or	\$189	\$11.95		



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**Other Available Products to Help Your Business Grow More Rapidly**

make you many thousands of dollars.				
(You may deduct \$1.00 for each shipping and handling charge after the first item)				
<b>TOTAL CHARGES:</b>				-

[Click Here To Go To Our Complete online catalog of products for CEOs, entrepreneurs and Senior Executives.](#)

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**Entrepreneur and CEO Boot Camp DVD Order Form**

Available 8/1/2004

This is the premier training program for entrepreneurs and CEOs in the U.S. today. Almost 12 hours of video documenting a complete CEO and Entrepreneur Boot Camp weekend available by subject, or as a complete set. This is some of the best advice available today on launching and growing businesses from someone who has done it many times. You can replay them and share them with your entire team, which multiplies the power and impact on your company many fold. [See video testimonials by clicking here.](#)

<b>The CEO Boot Camp DVDs</b> The Art and Science of Business Design™	Unit Price	Shipping and Handling (eBooks Free)	Quantity	Total
1. Roadmap to a Successful Vision – Included free with any other DVD ordered. Included free with any other DVD. Plus our Risk Management tool and Boot Camp Preview.	\$44.95	\$5.95		
2. Market Research – Marketing Steers The Enterprise	\$89.95	\$5.95		
3. Competitive Positioning (also includes Risk Management and business optimization system)	\$89.95	\$5.95		
4. Entrepreneurial and Intrapreneurial Marketing	\$89.95	\$5.95		
5. Rapid and Efficient Product and Service Development	\$89.95	\$5.95		
6. Managing The Sales Process	\$89.95	\$5.95		
7. Finance, Financing and The Financial Plan	\$89.95	\$5.95		
8. Developing Your Team - The Skill Set Matrix, Management Methods and the Employee Development Ladder	\$89.95	\$5.95		
9. Operations and Customer Service – The Corporate Dashboard	\$89.95	\$5.95		
10. Hiring Sales Winners	\$89.95	\$5.95		

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**Other Available Products to Help Your Business Grow More Rapidly**

11. Everybody Needs a Branding Strategy	\$89.95	\$5.95		
<b>The complete CEO and Entrepreneur Boot Camp DVD Set Contains All DVDs Listed Above.</b> Over 11 hours of the most valuable video you will ever watch. This package also includes the full 300 page manual with all slides, articles, our proprietary business design tools CD-ROM and plus a Rapid Growth By Design™ system wall poster that pulls it all together after you have listened to the entire set.	\$799.00	FREE		
		<b>TOTAL: _____</b>		

[Click Here or Call For CEO and Entrepreneur 3- Day Boot Camp Seminar Dates and Locations in October, December, January \(7 Day Caribbean Cruise\) and March 2004](#)

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Shipping and Billing Information	
Card Type	Circle one: Visa    Master Card    Discover
Cardholders Name:	<input type="text"/>
Credit Card Number:	<input type="text"/>
Expiration Date:	<input type="text"/> MM/YY
Cardholders Signature:	<input type="text"/>
Ship To:	<input type="text"/>
Street Address, Apt. #	<input type="text"/>
City/State/ Zip Code	<input type="text"/>
Country (if outside US)	<input type="text"/>
Daytime Phone	<input type="text"/>
E-Mail Address	<input type="text"/> (Please print clearly)

**FAX To: (801) 672-9640 Or Call (508) 381-1450**

**Note: All orders outside of the United States: Add five dollars for each video, nine dollars for each physical book, above regular shipping costs.**

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This complete collection of four eBooks is also available as a package at 30% off, with over 300 secrets of a serial entrepreneur and hundreds of pages of valuable "How To" content from someone who has done it before.

**Sign-up for No Charge Mini-course on Raising Angel Financing just by clicking here to send an email to this address:**

<mailto:bob3-66436@autocontactor.com>

This free mini-course on raising angel financing will help you understand why today angel financing is far more important than institutional venture capital financing and far more accessible.

**The Art and Science of Business Design CEO and Entrepreneur Boot Camp**



**The Premier CEO and Entrepreneur Boot Camp in the World Today.**

**Developed and Delivered by a successful serial entrepreneur and 15 Year CEO who has grow two businesses from \$0 to over \$100 million in revenue and generated over \$1 billion in shareholder value.**

**Two Days That Will Change Your Life, Accelerate Your Business, and Accelerate Your Career**

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*Learn How To Turn Any Enterprise Into A  
High-Growth \$100 Million Business*

In this intensive seminar, you will learn how to design and run businesses for high growth and profit from very successful, "been there, done that" experts. It is a complete integrated system for designing and running businesses compiled over 15 years from over 1,000 business books and field-tested. Experts offer you the most important systems, tips and techniques for success that they've learned during their distinguished careers, while also letting you know how to avoid many common business missteps by employing systems using the latest research, techniques and best practices available today.

[Click Here For More Information If You are Online, or read more](#)  
below.

Call (508) 381-1450 or email <mailto:Seminars@ClevelEnterprises.com>

**What is The CEO and Entrepreneur Boot Camp About?**

Join Bob Norton, a serial entrepreneur who has grown two businesses to over \$100 million in sales, for an intense two-day Boot Camp filled with 312 secrets on starting and running companies for fast growth. Learn to greatly improve your strategy, vision, business design, and management skills using a complete system developed over 15 years as a CEO incorporating some of the best ideas from 1,000 business books. You will learn to use 11 proprietary tools that will radically improve any business in any industry.

*Nothing ever fully prepares you for stepping into the role of a CEO or Entrepreneur.*

The Art and Science of Business Design details how to design, plan and manage each of any enterprise's key disciplines - Sales, Marketing, Finance, Operation and Product Development. As a CEO and Entrepreneur, you need to know how these departments interact and even compete. You need to know how to recruit, hire, motivate and manage the best people in each discipline. You must also know how to get them to work together so that everybody is on the same page.

**In "The Art and Science of Business Design" you will learn to:**

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1. Design and position a business for more sustainable competitive advantage and higher barriers to entry.
2. Optimize your business model for minimum risk and capital investment.
3. Better define the exact skills you need on your team and learn how to select people and interview for skills you do not have yourself.
4. Raise capital in any market from the best sources without giving the company away.
5. Inject entrepreneurial spirit into ANY organization, large or small, and improve product development productivity by a factor of FIVE times the average or more.
6. Develop a marketing, communications and messaging plan, and a marketing department, that is accountable to a return on investment.
7. Develop and improve your corporate vision to better attract investors, employees and customers.
8. Plan, design and manage a sales department and select strategies, tactics and channels that will work for your business.
9. Hire the best people in every area and understand what personality types work best in each business area to create superior results.
10. Adjust your management style, risk, appetite and executive decisions based on your company's stage of development as it grows from a raw startup to a significant business.
11. Manage employees and develop them into more valuable assets for your company's benefit and theirs.
12. And much, much more than what we can list here.

*If you are an entrepreneur intent on growing your business to \$50 million or more in sales, you really can't afford to miss this unique event.*

**Admission includes:**

- A sure-fire business and career-booster that is not available anywhere else. The skills developed in this seminar will allow managers to move up in any organization
- A complete system that will bring high-growth to any business
- More cutting edge, how-to content than you'll find in some 3 to 5 day seminars
- Reference materials you'll use over and over again, including a complete 350+ page manual that includes all the slides, handouts and tools presented in the seminar

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- A BONUS CD-ROM containing the key tools, forms and templates that could save thousands of dollars in expenses. (This is a \$499 value sold separately)
- Each attendee will receive one hour of consulting from our President and Founder, Bob Norton, at our offices in Milford Massachusetts. This is a \$400 value
- An e-book from our "Secrets of a Serial Entrepreneur Series". Four titles all written by Mr. Norton- even more will be available shortly
- Breakfast, lunch and snack break both days
- A 100% money-back guarantee (see web site for details)
- Free parking.