



Management Tip:

How to Hire Great Talent

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If you're like every other manager in the world, one of the most difficult tasks is hiring great talent. One mistake that many managers make when they decide to hire is relying too heavily on resumes and past accomplishments to make their decision. While it is helpful to see what a person has done, potential employers have to keep in mind that some applicants have merely mastered the process of making themselves look good on paper and selling themselves in an interview.

So how do you make a good decision and know if this person will perform well once hired? In a Business 2.0 article, Jeffrey Pfeffer says you have to devise ways to go further into the candidate's behavioral possibilities. One way to do this during an interview is to ask questions that give the candidate a hypothetical situation and how he or she would react. That's a method used by Southwest Airlines.

Pfeffer says that focusing on only credentials can be misleading. "You wouldn't find much academic experience on the resumes of Bill Gates or Steve Jobs, for example—both are college dropouts.

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