

Hiring Process

Overview: The purpose of the hiring process is to ensure that we make no bad hires! We Measure Hiring Success – We autopsy our hiring mistakes, applying the lessons systematically to future hiring decisions, if we make a bad hire, we act quickly.

Step 1: Virtual Interview (Zoom, Facetime, Phone Call, etc.) – Recruiter

Purpose: To Identify if this candidate is a fit for our company.

Step 2: First In-person Interview: Department Manager and/or Store Manager

Purpose: To identify if this person has the skills and competencies to perform the job. Does this person have the attitude and values that would fit the team and culture?

Step 3: Second In-person Interview: Store Manager, GM and/or Owner

Purpose: To dig deeper into culture fit and competencies and be sure we did not miss anything in previous interviews.

Step 4: Create a summary report/grade for each candidate.

Purpose: We only hire A players! A player (top 10% of people, grading a 9 or above), B player (top 25%) , or C player (everyone else). If any doubt we do not hire someone.

Step 5: Reference Checks – ABSOLUTELY DO NOT SKIP THIS

Step One: Virtual Interview

Question 1: Tell me about yourself? *Pay attention, where did the candidate lead the conversation personal or professional and positive or negative.

1b) What do you know about us? How did you hear about our company?

Question 2: Work through job history and ask for specific references of direct supervisors from experience they discussed.

Question 3: Competency Questions:

Pay goals: What is pay/salary do you NEED right now to just cover your basic living needs? What is your IDEAL/GOAL pay/salary for your long term?

Question 4: [humble] Tell me about a time in your current role or past roles of tasks or actions that would be considered below your pay grade? For interviewer: How willing are they to do what needs to be done no matter whose job it is? How likely would they be to clean the restroom if it needed cleaning? Score 1-10 ____

Question 5: [growing] What was the last thing you did for self-improvement? For interviewer: Looking for people who are passionate about growing themselves. How likely is this person to be passionate about growing our family and business? Score 1-10 ____

Question 6: [inspiring] What will you bring to the work family that will make the biggest impact? For interviewer: Is this person inspiring? How likely are they to inspire others? Score 1-10 ____

Question 7: [fun] What is something in your life right now that brings you true joy? Give me another? For interviewer: Does this person fit our culture and have a positive outlook? How likely is this person to look for the good versus the bad? Score 1-10 _____

For interviewer: Did this person make eye contact? Did they smile? Were they open and engaging (easy to have a conversation with)? Score 1-10 _____

Total Score: _____

Step 2: First In-person Interview

Question 1: [Humble]: Tell me about the most embarrassing moment or when you have really messed something up? [pause] How did you handle that failure/embarrassment? For interviewer: Were they truly vulnerable in sharing something that is real and genuine SCORE 1-10: Are they willing to admit that they messed up? How willing are they to take responsibility for it? Score 1-10 _____

Question 2: [humble] Tell me the last negative feedback that you received? Who, What? [pause] Did you agree? [pause] How did you respond? [pause] For interviewer: Are they willing to share genuine faults and weaknesses? How likely is this person to be willing to use that information to improve? Score 1-10 _____

Question 3: [growing] Tell me about a time you volunteered to assume additional responsibility? [pause] Can you tell me another? For interviewer: Growing requires doing more than what is asked. How likely is this person to do extra in-order-to grow? Score 1-10 _____

Question 4: [Growing]: Tell us about something you wanted so badly that you were unstoppable in pursuing and working for it. [pause] What obstacles did you overcome to get there? [pause] For interviewer: Looking for real past examples of setting goals and working to achieving them. How likely is this person to set goals do the hard work to achieve them? Score 1-10 _____

Question 5: [inspiring] Tell me about a time when were someone's role model? [pause] Can you give me another? For interviewer: What is the likelihood that this person will make a positive impact which will inspire our family and guests? Score 1-10 _____

Question 6: [Family\Humble]: What do others find annoying about you? [pause] What kind of people annoy you the most? [pause] Give me a specific example of how you continued to work with them (or lead them)? For interviewer: Did they ignore the person, remove themselves or that person, try to help or overcome the annoyance? How likely is this person to work to improve or to overcome the issue? Score 1-10 _____

Question 7: [Family]: Tell me about your ideal job. [pause] What characteristics does it have? For interviewer: We are looking for specific examples that align with our culture and values and the ability to have fun. How likely is this person to live out our values and help others to do the same? Score 1-10 _____

Last question, these interview questions have revolved around our core values of being humble, growing, inspiring, and family. How do you feel you align with these values?

For interviewer: Did this person make eye contact? Did they smile? Were they open and engaging (easy to have a conversation with)? Score 1-10 _____

Total Score: _____

Step 3: Second In-person Interview

Question 1: [Growing]: Give us an example of something you believed to be true and completely changed your position based on new information? [pause] Take us through your feelings and the process you went through of changing your mind? For interviewer: Did they share an example of willing to “change” based on new data and information? Is this person willing to listen, learn and grow? Can they dig into facts about a topic to come to their own conclusion but also not “wishy washy” in their beliefs? Not take something at face value but also not wishy washy.

Score 1-10 _____

Question 2: [Inspiring]: What achievements in life are you the proudest of? For interviewer: We are looking for someone who has obviously thought this through. What end goals do they have and are they on a path to achieve them? How likely is this person to make good decisions for the family, guest and business based on values and not processes or rules?

Score 1-10 _____

Question 3: [Family]: How was diversity handled with your previous employer? How did you feel about that? For interviewer: How likely is this person to care enough to have uncomfortable, hard conversations to help others improve?

Score 1-10 _____

Question 4: [Family/Growing]: What does success look like to you? For interviewer: How likely is this person to care enough to have uncomfortable, hard conversations to help others improve?

Score 1-10 _____

Question 5: [Family]: Tell me about a time a coworker vented their frustrations about their boss and coworkers? How did you handle that? For interviewer: How likely is this person to care enough to have uncomfortable, hard conversations to help others improve?

Score 1-10 _____

Question 6: [fun]: What % of your normal 24-hour day is fun? What do you like to do for fun? For interviewer: Looking for people who can have fun doing anything? How likely is this person to be able to have fun in our environment?

Score 1-10 _____

Question 7: [fun]: What was the most fun about your previous job? For interviewer: Looking for people who can have fun doing anything? How likely is this person to be able to have fun in our environment? Score 1-10 ____

For interviewer: Did this person make eye contact? Did they smile? Were they open and engaging (easy to have a conversation with)?

Score 1-10 _____

Total Score: _____