

6 Ways to Be a Great Hiring Manager

Great hiring managers hire great people.

LinkedIn Talent Solutions



Introduction

Hi there! My name is Lou Adler and over the past 40 years, I've personally worked with at least 3,000 hiring managers in a variety of industries and functions at all levels, from rookies to senior executives. Interestingly, only a small subset had a consistent track record of hiring great people.

While [Gallup](#) and [Google](#) did some exhaustive benchmarking to identify the traits of great managers, I discovered that the best managers have 6 things in common. The biggest one is that great managers [hire great people](#).

Check out the top 6 ways hiring managers become get from good to great.



Lou Adler

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They take responsibility for hiring and are fully engaged.

The best managers I worked with saw filling the role with the best person possible as a strategic decision. They invested their time and energy into the process whereas other managers view the hiring process as a burden, not an opportunity to upgrade the team.

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They know what top talent looks like.

The best managers naturally focus first on a track record of the candidate's past performance focusing on 1) the results achieved, 2) how decisions were made and 3) the process used to achieve these results.

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They value potential and performance over skills and experience.

As long as a candidate had the basic skill set, the best hiring managers were more concerned about the person's upside potential. They evaluated this on 1) the candidates' trend of growth over time, 2) how they handled stretch jobs, 3) their assertiveness and 4) how they thought on their feet when handling challenging job-related problem-solving questions.

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They clarify expectations upfront.

The best hiring managers have a clear vision of what needs to be done and are able to develop three to four critical performance objectives for the role. During their candidate interviews, they focused on the candidate's ability to do this work.

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They conduct extensive due diligence.

It's impossible to assess competency, motivation, cultural fit, soft skills and potential in an hour or two. The best managers recognize the importance of these hiring decisions and don't make them based on a narrow range of technical skills, generic competencies or their intuition.

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They invest their valuable time in recruiting and closing.

The best managers are similar to the best college coaches. They know recruiting top talent is the first step in building a great team and they won't compromise on the effort required.

How to start

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Reward hiring managers for their ability to attract, hire and develop top talent.

If a company is serious about hiring top talent, it should be a documented part of every manager's performance review.

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Open every new job requisition describing the employee value proposition (EVP).

Before approving new job requisitions, have the hiring manager describe why a top person who is already employed and not looking for another job would want this job. You must capture the ideal candidate's intrinsic motivator in one to two sentences.

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Define the job before defining the person taking the job.

A job is what a person needs to do to be considered successful. It's not a list of skills, experiences, competencies and educational requirements.

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Implement a four-interview policy.

Hiring managers need to interview the final candidate at least four times. Start with a 30-minute [exploratory phone screen](#) to determine general fit. If positive, invite the person onsite for a full [Performance-based Interview](#). Have the candidates present their response to a realistic job-related problem in a panel interview. Finally, meet the final candidate offsite in a more relaxed session to discuss everything else.

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Don't let managers make the hiring decision alone.

Weaker managers should never make the decision alone. On top of this, most managers naturally overvalue their short-term needs. A hiring team using this type of [Quality of Hire Talent Scorecard](#) offers a means to gather and share all of the information needed to make a balanced long-term decision.

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Don't promote people who can't hire, attract, manage and develop top people.

Success at building great teams that achieve great results should be the primary reason managers get promoted.

There is, and always will be, a scarcity of top talent. Hiring top people is always every CEO's number one business objective. The quality of the people in any company is its most important asset. Yet despite the importance of each hiring decision, we don't reward hiring managers for their good ones nor hold them accountable for their bad ones. There is no other business process that's wrong 43 percent of the time, yet most companies spend most of their efforts trying to be wrong faster. It might be better to focus on being right slower.



LinkedIn helps hiring managers hire great people.

Hiring managers partner with LinkedIn to use its modern and innovative recruitment tools that help them find, attract, and hire quality candidates. With LinkedIn Talent Solutions, hiring managers (just like you) can find the candidates you need faster and convert your connections into long-lasting hires.

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