



## TenStep Supplemental Paper

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### Objective Hiring

When hiring, employers focus on objective factors like hard and soft skills, and when firing, they often focus on subjective failure. When rehiring again, employers return to objective qualifications.

Objective qualifications are necessary but prove to be insufficient at times. Looking for all the preferred qualities in one person is the biggest hiring mistake because it limits the business' potential.

If employers take a closer look at past hires who did not work out, it is usually clear that the hirer must have taken only the objective factors into account. Individuals are more than a collection of technical skills and degrees. To avoid repeating hiring mistakes, subjective factors that proved to be a success in the past should be included. When companies hire a new employee, they introduce into the work environment a whole person with a certain communication style and unique personal strengths and weaknesses.

Most job descriptions talk about objective requirements but do not focus on interpersonal requirements. An interpersonal requirement is a subjective factor.

It is important for companies to mention at the time of hiring that strong interpersonal skills are required. This is a precautionary step taken to ensure that the right candidates get into the company so that the company does not have to rehire the same profile again. This should also be mentioned in the job description of the candidate.

Employers don't begin to judge a candidate's interpersonal skills until the interview takes place. However, applicants do reveal their personality traits long before the actual interview.

The best way to gauge an applicant's interpersonal strengths is through the interview process itself. Interviews tend to focus on the applicant's past work experience and existing technical skills. This is again an objective way of looking at the candidate.

By asking situational questions, the candidates' subjective interpersonal style can be measured. Situational questions are not philosophical or abstract but require people to talk about how they would handle a particular situation at the work place. By probing deeper into the candidate's background, hiring mistakes can be avoided to a large extent.