

## Breaking Barriers

**Presenter: Margaret Graziano – Owner, KeenHire Inc.**

Margaret Graziano is the owner and managing partner of KeenHire, Inc., a full service talent management solutions firm. Ms. Graziano has worked in the recruiting industry since 1983, and has been using pre-employment assessments and behavioural based interviewing since 1999. Her specialty is in coaching and training recruiting and HR professionals, as well as corporate hiring managers, on bridging the gap between recruitment and retention. She has mastered the benchmarking process, applied these skills to the candidate selection process, and created systems and processes that focus on choosing the right hire.

### **About This Segment**

Recruiting and Search is a people business, and many times the human factor is the most difficult to manage, especially when the deal draws to a close. In this session, Margaret Graziano presents “human influence factors” to help you in “Breaking Barriers” in your business. In this session, you’ll learn about “human influence factors” and how they apply to clients and candidates. You’ll find out what “drives” them, their personality traits and how to apply these ideas to your sourcing, selection and on-boarding process.

### **Week 1 Meeting: “Breaking Barriers” by Margaret Graziano**

**If you are reviewing this episode with a team, break this episode into two different segments. Week 1’s suggested viewing schedule and exercises are below.**

**Facilitator (begin the video and watch through the end of the first half):** Margaret talks a great deal about psychographics – attributes relating to personality, values, attitudes, interests, or lifestyles. She states that in order to sell to your candidate, you must be able to look through the eyes of your candidate. One of the best ways to understand the perspectives of your audience is done through asking great questions. Let’s take each of the categories that Margaret touched on – meaning, purpose, contribution, challenge, growth, respect, and money – and create a short list of questions for each that will help you better understand the perspective of your individual candidates. Use the initial list below to get started.

### **MEANING AND PURPOSE:**

- What are you chasing? Why are you chasing it?
- When you are working, what activities make you lose track of time?
- When you first were drawn to this industry, what compelled you? Why did this industry or vocation strike you as being the calling for your career?
- What would you regret not fully doing, being, or having in life?

**CONTRIBUTION:**

- What do you want your career achievements to be? What would matter most at the end of your career?
- Given your talents and passions, how could you use those to serve, or to help, others or your organization?
- Most roles are created to solve problems; what problems are you most inspired to solve?

**CHALLENGE:**

- At what point in your career were you most challenged? What circumstances were at play at that time to challenge you?
- If you had to teach something, what would you teach?
- What were some challenges or difficulties you've overcome or are in the process of overcoming? How did you do it?
- What would you do if money was no barrier?

**GROWTH:**

- Who or what inspires you most? What qualities inspire you from those individuals or factors?
- What would you do if you knew you wouldn't fail?
- What do you love to learn about? What kinds of books, magazines, or television shows do you read or watch?

**RESPECT:**

- What do people typically ask you to help them with? How important is that to you, and why?
- What do people compliment you on?
- Are you motivated by awards, achieving quotas, or public recognition? How can you use this to push yourself in your career?

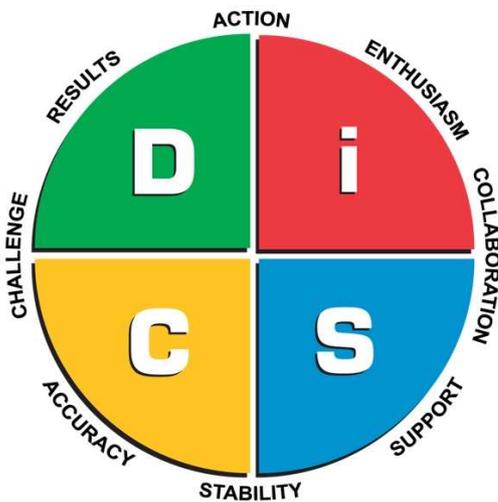
**MONEY:**

- No matter how much you make, it seems like it's never enough. What's the number for you that would maintain your standard of living, but allow you the freedom to live and not be tied down to your work?
- When we look at all the other factors, how important is money when you evaluate a next step?

## Week 2 Meeting: “Breaking Barriers” by Margaret Graziano

If you are reviewing this episode with a team, break this episode into two different segments. Week 2’s suggested viewing schedule and exercises are below.

**Facilitator (begin the second half of the video and watch through the end):** The grid below will help you remember the motivating factors behind each personality style. As a breakout exercise, think about how to best sell to each of the four styles below. In your recruiting scripts, how can you craft your scripts to touch on the appealing dynamics of each of the four personality types?



**DOMINANT:** Remember that High “D” individuals are about *fixing* and *changing* – they are driven by immediate results, making quick decisions, managing trouble, and solving problems.

- What are some questions that you can ask or indicators you can look for that will help you identify that you are talking to a candidate with high dominance?
- Once you have identified this individual, how can you best sell to them?

**INFLUENCE:** For this individual, their preferred environment involves making a good impression, creating a motivational environment, being optimistic, and participating in a group. They need public recognition of their ability, freedom of expression, group activities outside of their job, and freedom from control and detail.

- What are some questions that you can ask or indicators you can look for that will help you identify that you are talking to a candidate with high influence?
- Once you have identified this individual, how can you best sell to them?

**STEADINESS:** These individuals need to cooperate with others within existing circumstances to carry out tasks. They need to maintain the status quo, need predictable routines, and sincere appreciation. There needs to be minimal work infringement on their home life, and minimal conflict.

- What are some questions that you can ask or indicators you can look for that will help you identify that you are talking to a candidate who ranks high on the steadiness scale?
- Once you have identified this individual, how can you best sell to them?

**CONSCIENTIOUSNESS:** For this individual, they need to think analytically, and use a systematic approach to situations. They prefer to adhere to key directives and standards, and be in control of those factors that affect their performance. They need clearly defined performance expectations, recognition for specific accomplishments, and a reserved and business-like atmosphere.

- What are some questions that you can ask or indicators you can look for that will help you identify that you are talking to a candidate with high conscientiousness?
- Once you have identified this individual, how can you best sell to them?