New Hire Scorecard Exercises
(Updated: June 16, 2017)

Discussion Questions

Please be prepared to provide written responses and/or discuss the following questions:

1) Why are the decisions to hire new employees so important to new ventures and small businesses?

2) What are different ways that new employees help make new ventures and small businesses succeed?

3) Why do entrepreneurs want to hire employees with complementary skills, and not the same skills they have?

4) Why are loyalty, adaptability and integrity important traits for a new hire?

5) How do you think you'd react to being asked to complete multiple job interviews with a team of different people? (Have you ever had multiple job interviews for a job you got, or didn't get)?

Short Essays

1) Which of the special hiring concerns for entrepreneurs do you feel is the most important and why?

2) Do you think the entrepreneur can find out everything he / she needs to know about the candidate from a job interview, or multiple job interviews? (Be prepared to defend your answer.) What else can an entrepreneur do besides interviewing a candidate to learn whether or not the candidate is the right person to hire?

3) Select from the list below (right column of the table) the ability you think is the most important for a new venture's future success. Indicate why you believe this is true.

Ability to grow revenues	**Marketing**
	Sales
	Customer Service
	Strategic Planning
Ability to improve operating efficiencies	**Operations**
	Technology
Ability to enhance financial and administrative efficiencies	**Accounting**
	Finance
	Administration

Role Play 1

You're thinking of starting a new high school. Create a new hire scorecard for a business teacher. Create an interview questionnaire of no more than eight questions, with questions associated with each category in the new hire scorecard.

In panels of up to five team members, interview your teacher and provide a new hire point total.

Did interviews come up with the same ranking points totals, or did the point totals vary widely?

Do you think it's easy to complete a job interview of this type for a new venture?

High School of the Future New Hire Scorecard					
Candidate Name					
Position					
Date Interviewed		In-Person Interview		Phone	Virtual
Ranking Criteria / Points		**Ranking**	**Notes**		
Technical Skills (30 pts)					
This candidate has demonstrated proficiency in the technical skills necessary to excel at this position.					
Shared Commitment / Values (20 pts)					
This candidate has demonstrated the determination, level of commitment and tenacity necessary to be an effective team member.					
Compatibility (10 pts)					
This candidate appears to have the qualities that would make him / her a "good fit" for our venture's organizational culture.					
Loyalty, Adaptability, Integrity (20 pts)					
This candidate seems to have the qualities of loyalty, adaptability and integrity, and will bring these qualities to our new venture.					
Intangibles (20 pts)					
This candidate has created positive / negative intangible impressions (see notes above).					
Total Points					

Role Play 2

You're starting a new software company to create iPhone apps. The first app you'll create will help high school students find the best employers in their home town.

You have secured your new venture financing. Your investors expect your first hire will be a software engineer. Your teacher will play the role of a software engineer coming in for an interview.

In panels of up to five team members, interview this software engineer and provide a new hire point total.

Did interviews come up with the same ranking points totals, or did the point totals vary widely?

Would you hire this person?

Apps of the Future New Hire Scorecard						
Candidate Name						
Position						
Date Interviewed		In-Person Interview		Phone		Virtual
Ranking Criteria / Points		**Ranking**	**Notes**			
Technical Skills (30 pts)						
This candidate has demonstrated proficiency in the technical skills necessary to excel at this position.						
Shared Commitment / Values (20 pts)						
This candidate has demonstrated the determination, level of commitment and tenacity necessary to be an effective team member.						
Compatibility (10 pts)						
This candidate appears to have the qualities that would make him / her a "good fit" for our venture's organizational culture.						
Loyalty, Adaptability, Integrity (20 pts)						
This candidate seems to have the qualities of loyalty, adaptability and integrity, and will bring these qualities to our new venture.						
Intangibles (20 pts)						
This candidate has created positive / negative intangible impressions (see notes above).						
Total Points						