**New Hire Scorecard Exercises TEACHER GUIDE**

(Updated: April 15, 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?

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| A good hire will help the company grow faster and more profitably. An inappropriate hire will slow down the company's growth, and distract the entrepreneur from other essential matters.  Investors expect entrepreneurs to be especially effective in assembling a team of top performers. Small business owners depend on employees to manage their companies, interact with customers, handle cash proceeds.  Unless the new team members prove loyal, honest and adaptive, the business will suffer (or maybe even fail). |

1. What are different ways that new employees help make new ventures and small businesses succeed?

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| New skills . . . motivation and enthusiasm, a "can do" approach (attitude) . . . specific abilities that help a company grow . . . ability to replace old employees and be even more effective. (see page 1 of Hiring New Team Members, resource 24-24) |

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

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| For the same reason that a football team doesn't select 11 quarterbacks to play on the field at the same time. Businesses need people with lots of different skills in order to grow and prosper.  Entrepreneurs need to hire people who have similar outlooks, levels of commitment and values. They need to hire people who have integrity and who will be loyal.  But they need these people to have skills that go beyond what the entrepreneur is good at. They need to bring other elements to the company to help it succeed.  Note: a true start-up may hire a team of individuals with similar skills in an "incubation" phase. An example would be a start-up software company trying to bring a new app to market might high a team of software engineers before hiring any other type of employee.  But eventually the entrepreneur will hire individuals with complementary skills to help the company grow. |

1. Why are loyalty, adaptability and integrity important traits for a new hire?

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| Because start-ups and small businesses operate on a very small margin of error, and in highly dynamic and uncertain environments. Entrepreneurs and small business owners need to hire and work with people they know will be loyal, who can adapt and react positively when situations change, and who will always be honest and trustworthy. |

1. 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)?

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| It is likely that students will believe this would be a grueling experience. If you're willing to allow them to interview your for a job (Role Play 1), you'll be able to relate to them first-hand how challenging getting interviewed by a panel of interviewers is. |

**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? 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.

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| 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?

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| **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?

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| **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** | | |  |  | | | | | |