

Tony Beshara

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So good to be with you all. And I really been excited about doing this. Get Together with Don all the time. And we're going to talk about interviewing, and what goes on in the interviewing process. I've been working in this business and in the placement business helping people find jobs since 1973. I've placed more than 11,000 people. And I've seen just about everything you can possibly imagine. I've been fortunate enough to be featured by Dr. Phil, he's a personal friend of mine. And I've written a number of books on finding job. And we're going to go over today some of the most important things that I've learned about how to find a job in looking for a job, and the things that you're going to run into when you're going to do that, and, and what you need to be prepared for. And this has to do a lot with the emotional aspects of looking for a job. But as much as anything else, what to expect out of hiring authorities. And the first three tips that we really, really, really need to go over is that you think that hiring authorities and managers know what they're doing in what they're in, in their, their business, and you're going to find out that they really don't, you also need to be aware that this is not about you. This is about them. And it's about what you can do for them. And then it has to do with the point of you're going to have to get over a lot of setbacks, challenges and issues as you go along. And if you get these three tips today, you're going to be so much better off in the interviewing process than you ever imagined. And then we're going to go over some time tested proven job search do's and don'ts that will really surprise you. Tip number one is that hiring authorities and managers are not what you think there are, you think these people really know what they're doing. You think that these people are good decision makers, really understand what they're doing, do a lot of hiring, really understand the hiring, really understand what they're looking for, understand their job, and you are going to find out that they are not your future boss is not as good at that in the hiring process, as you ever imagined him to be him or her. They are what we call in our profession, spiritual beings

acting human. They're going to do all kinds of crazy things when it comes to interviewing you and working with you. And you're going to wonder how could they treat me this way? How could they do that? People get hired for all kinds of crazy reasons that you don't even imagine. You think people get hired because they're the most qualified and they can do the best job. Over the years, I've seen people get hired because they were six foot two inches tall or taller. We had an employer one time, he would he would never hire a salesperson unless that person was at least six foot two or taller. What was so funny about that is the guy was only five foot eight himself. But he thought that people that were six foot two were better sales people. We've had other employers that thought short people were better salespeople, because they could they had this attitude of short people syndrome that they had to prove themselves and to show that they were better than anybody else. And there are times just it I admit that some of the people that we've worked with just wanted to hire a pretty face. Because they felt like that a pretty face got more attention and sold better in what they did. And then might have really been true, but they got hired because they were pretty. And then we've seen average looking females get hired because they weren't so pretty. And they weren't the male dominated businesses that they sold to weren't weren't distracted by their looks.



04:45

People get hired for crazy reasons. And it gets worse. We've seen handsome men get hired so that the hiring females were swayed in their favor. We've seen average Joes get hired just because it makes everybody feel comfortable that they were average. we seen people that are getting young, that are young get hired because they theoretically had more energy, which isn't true. We've seen them when they were old, and they get hired, because the clients felt that older people didn't have the distractions of life like families and all kinds of problems that you have with growing up kids getting pregnant, getting distracted by family and life issues. And they got all of that stuff out of the way. Because because they were older, these people were were hired because they weren't all that bright, because the employers thought that this job they were hiring for wasn't going anywhere. And they needed somebody who wasn't didn't mind being stuck at a job where all I had to do is show up every day and just be there. We've seen men get hired, because the clients felt that women can't do this. We've seen women get hired because they thought men have big egos, we're and we're real lazy. I've known lots of people that will claim that to be the case. We've seen people hire because they have lots of experience. And because they learned supposedly from their mistakes. And then we've seen people hire that have very little experience. So they'd work for a very low salary, saving the company a lot of money. We've seen people get hired because they had a very happy home life, which was consistent with the values of the company that we were sending them to. So you may think that they that their primary reasons that people get hired, are

the fact that they are interviewed and they're hired based on their qualifications. And that the primary reason that most people are hired, has something to do with their qualifications, but really not all that much. What it really boils down to is being able to sell yourself in the interviewing process, as having the experience, the background, the energy, and the ability to get the job done. And it's the people that sell themselves the best, then end up getting hired. Now, a hiring authority sees the world differently than you do. They interview you on the idea that you have some one reasonable qualifications, okay? That you fit the company culture that we like you do you fit in here, I can't tell you the number of times over the years that some candidates will get hired, not liked in some places, and we send them to other places, and they get and then they love them simply because they fit the culture. And then a lot of times it has to do with how affordable a particular candidate might be. Nobody's going to tell you this. But that's how the hiring authorities see the world.



08:15

They also see the world from doubt, uncertainty and fear. You don't think that very rarely is an employer going to sit in front of you and say, I'm very afraid of hiring the wrong person. Because everybody's going to look at me when I hire the wrong person. And they're going to say, Tony's a schmuck. Look at that fool he hired. He's just a real idiot. And I have uncertainty about you. As a candidate, I have doubts about your ability to do my job. And the biggest fear I have is that you're going to make me look like a schmuck. So because of all of this, and because of doubt, uncertainty and fear, employers drag the hiring process on way too long. They have way too many people involved in the process. Just last week, I was working with a company, they had the candidate interviews 16 people. Now you think that was a CEO's job. It was a first line management job, interviewed 16 people why? Because nobody wanted to make a mistake. They wanted to make sure that everybody liked this guy. 16 people, and they postponed decisions because it's uncomfortable to make a decision. You know, you can interview a whole lot of people that doesn't cost you anything, but making a decision. You know, it's like you can date a lot of people, but get married. That is a commitment. And they postpone the decisions along that line. We've had employers not too long ago, we had an employer interviewed nine people and told every single one of them they were perfect for the job. And after the third one came out of the interview and called us and said, well, they told me I was absolutely perfect for the job. We caught on that the guy that we were sending this person, these people to, he just didn't want to say no, he was just so uncomfortable with saying no, that he told everybody that they were perfect. They also go emotional. I had a vice president just yesterday, got declined on an interview declined, get a get a get an offer, simply because the CEO decided that he just didn't like her. I mean, you know, he couldn't figure it out. He just, he just didn't like her. And he went all emotional about the

whole thing. And she was the best qualified, he had interviewed 16 people. And he went emotional, honest. And now we're going to have to start all over. And of course, you're sitting there thinking, well, that defies logic. And that defies common sense. And it does, you're absolutely right. But that's the behavior that hiring authorities take. Here's what they care about. They care about themselves. They care about the they don't care about you as a candidate. They don't care how many 16 interviews you have to go through, you know, your employer cares about the vacancy they've got, and how they look when that vacancy keeps going on. And then how they look, once somebody gets hired. Now, you got to remember, it's not about you, you got to remember, you think they're going to sit there and they're going to tell you, I'm going to we'll call you back tomorrow and tell you when you can come back to see us. And they don't, they're going to tell you, they're very interested in you as a candidate. And they're telling that to everybody else, just like the guy that sold nine people in a row that they were perfect, they're going to tell you that you would be an excellent candidate for the job, and that they hadn't seen anybody as good as you. And then they not only don't ever reach out to you again, but they don't hire you. They're going to tell you that they are going to hire you. And then you never hear from them again, if I had \$1. For every time I had a candidate Tell me, they told me, they were going to hire me told me, I would have retired about five years ago.



12:42

So they tell you, they're going to hire you. And then they don't. And they lead you to believe that you are being strongly considered. And you're just one of a whole bunch of candidates that they're talking to. And they never return your calls and they never get back to you. Well, you better get used to it. No matter what you hear from a hiring authority or somebody that you're interviewing with, you should never celebrate anything. Don't spend your first paycheck before you get it. Whatever you do, don't stop interviewing, you interview until you get an offer in your hand. And it is one that you've accepted. And you've got a start date. But until then don't stop interviewing. I sent a candidate on an interview this morning, when he said he was when he told me that one of my clients was going to give him an interview for that was going to interview him this afternoon, or was going to hire him this afternoon. I told the guy to keep interviewing, he went on. He said Why should I do that? I said just because they tell you that doesn't mean they're going to and keep other offers open until you have one in writing. Just because somebody tells you they're going to hire you doesn't mean they are until you receive a job offer. We have a phrase around here. What you do speak so loudly, I can't hear what you say. You got to judge these people by their actions, not their words. Just because they tell you you're a great candidate. We'd love to hire you don't buy it until you actually see their actions following through with what they tell you. hiring authorities don't tell others about

you very much at all. Sometimes they'll pass you along to other people and say, This is a candidate that I've interviewed, and they don't tell him anything about you. You think they've been briefed about you and your background, and they're just one of the many people that you're going to be interviewing and they haven't been briefed. You can't expect Anything, you have three to four people to make an impression upon normal in normal interviewing situations, there are three people, on average that do the hiring, or have something to say about the hiring. It can be as many as I mentioned a little while ago 16. And it can be as, but the average is about three, the first one or two interviews that you go through, you may not be interviewed by the decision maker, especially if you go through the human resources department in your interviewing process. These people are not really decision makers, they're worried about keeping their job, they want to look good to everybody in the company. So they're going to be real careful about who they pass on to the next level of, of interviews. Now, you're going to be deflated, insulted, forgotten or hurt, pained, lied to treated curse that you might be blessed, you're going to definitely be devastated, you're going to be let down and you're going to be lied to. And the best way you can deal with all of these negative emotions is to get over it as expected, and get over it. Just realize this is part of the deal. These are spiritual beings, acting human. So what this means is that you need to keep your expectations in check, when somebody says to you,



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we're going to hire you, you need to say thank you very much, I would love to entertain an offer here from you. And as you walk out that door, you have no expectations whatsoever. Because you're going to go home, and you're going to tell your spouse, or your friends or your relatives or whatever, these guys told me, they were going to hire me, and you may not ever hear from him again. And then you're going to be totally disappointed. And you got to be able to get over your disappointment, you got to expect that you're going to be disappointed. And you got to be able to get over your disappointment and accepted as just another another step in the process. I had a candidate A number of years ago that every time he got rejected, he said, that's great. Because I know that before I get hired, I'm going to get rejected at least eight or nine times, if I get rejected, and I get refused in this one that just makes the odds of the next one that much better for me. So you're going to go through a process, and you've got to embrace it and work through it. looking for a job is a process itself. If you manage the process, and this is my message, if you leave here with anything at all, it needs to be this. If you manage the process, you don't have to worry about the results. The more activity you go through, the better off you are finding a job successfully interviewing is a numbers game. You got to do it and do it and do it and do it. And you've got to have a real positive attitude about it. Because those 13 or 14 rejections that you're going to get if you really before you get an offer, if you really let

them bother you. You won't go on any other interviews. And I've seen candidates get so dejected because they got rejected, that they don't want to go on any interview any other interviews. And you can't do that. This is part of the deal. Now, here are the do's do recognize that hiring companies, hiring authorities and interviews are not really people, people. The guys and gals that are interviewing you are accountants, engineers, salespeople, even human resources, they're not real people, people they don't have anywhere near the empathy or understanding of you as you as you would think they do. You have to recognize and acknowledge that the hiring, that hiring people is just as personal and emotional as looking for a job. Those people are just as afraid of making a mistake in hiring you. As you are afraid of making a mistake in finding a job. You do need to recognize and understand that people get hired for all kinds of different reasons. Some of the ones are the reasons they tell you and some of the reasons are Some of the reasons they get hired aren't reasons they tell you. It's so interesting we have we make, we make our living getting people appointments. And it's interviews. And it's so interesting. The vast majority of the people that we place get hired for totally different reasons is then then why they were interviewed, you have to recognize that once qualifications are simply a threshold to the interviewing process. You can't, you can't be an accountant interviewing for an engineering job. You can't be an engineer interviewing for an accounting job. If you're not a salesperson. It's crazy to go the interview for a sales job. But once you get over that threshold of the experience and get beyond that, it's a personality issue. It's how well do you get along with everybody do recognize that all hiring authorities are afraid of making a mistake. And that fear looms ominously in their minds and in their hearts. And then you have to understand that the fear of making a mistake is great as the vision of hiring the right person, there is no manager in the whole world that wants to be looked upon, as the guy that hired a schmuck. They don't want to do that. That's the worst thing that can happen to them.



21:26

You do know, you do need to know that you're going to be lied to and you might as well accept it. do expect a lack of communication, lack of authority, ignorance, changes of mind on the part of the hiring authorities and all kinds of things. And you'll be saying to yourself, but I thought you told me and you'd and it didn't turn out that way. And you're sitting there wondering, How could you do this to people real easily, because they're spiritual beings acting human. do realize that an organization's priority for hiring someone isn't as high as a priority of you finding a job, you finding a job, next year relationship with God and your family is probably your highest priority. Now they're going to sit in front of you and tell you that hiring somebody is a real high priority. But when you walk out that door, that priority drops to number 22 or 23. You know why? Because they don't really like doing it. Nobody really likes hiring people. They like being engineers, accountants,

salespeople, hiring people isn't something they really love to do. Do remember that postponing a hiring decision, or the hiring of an internal candidate is less of a risk than hiring you. They don't know you. The devil they know is better than the devil they don't know. So postponing doesn't make doesn't help them. But it certainly doesn't make them look like a schmuck. And a lot of times they'll promote from within simply because everybody knows this person may not be the most qualified, but they know him. And then do remember that the two things that you can control are the numbers of opportunities you get involved in and your attitude toward what happens to you. You can control getting interviews, and you can always work on your attitude. Don't expect people to treat you the way you would like to be treated. Especially in the interviewing and hiring situations. I have managers all the time that I worked with as candidate, and they swore when they were a candidate, they treat people differently when they became hiring authorities. And they didn't. Don't think that because you have excellent qualifications that you're automatically going to get hired. You have to set yourself really well. Don't think that a hiring authorities priorities for hiring someone is anywhere near as great as your priority for going to work. We've talked about that. And don't expect hiring or interviewing authorities to see you in the same way that you know yourself. You have to explain to them and sell them yourself the way you want them to see you. And don't underestimate the fear of make of a mistake in the hiring process on the heart on the part of these people. Don't overestimate your quality experience, and underestimate the need to sell yourself. In fact, the need to sell yourself is more important than your quality experience. Don't expect hiring or interviewing authorities. To tell you the real truth. They're going to tell you what they think they want you to know and they may very well forget what they told you as you walk out the door. Don't make judgments on what people say make judgments on their actions. As we've mentioned, don't overreact to being lied to story led along, encouraged and then dropped, discouraged, ignored, deflated, insulted, forgotten, pained, treated unfairly cursed and blessed in the same conversation devastated and put through an emotional wringer by being told after the 16th interview, that they're not going to hire you. Don't worry about what you can't control, you can't control other people, you can only control you. So there we go. Now, are there any good questions?



25:41

Tony, boy, thanks for telling us what we can expect. This is a pretty amazing list of do's don'ts. And because all of our students now graduates are starting out for the very first time, they would have been going through this process and trying to figure it out on their own. So really great, great information. And a lot of questions. I'm not sure where to get started. But one of my personal observations that I've always looked at is that one of the

reasons networking works so well, is that if you've referred me to Bobby, who's the hiring authority, then it's your word. And he can refer back to you is the schmuck that recommended me as the schmuck, right? So networking is still very important way to get a job, but, but I can begin to understand why it works so well.



26:37

Well, networking will get you in the door. And, and and networking will give you a at least the opportunity to say you know, Don said that that Tony was a good guy. So I at least got to give Tony the time a day. Now Tony still needs to be able to go in and sell himself. And Tony's still needs to expect the fact that even though Don is a friend of his guys, it probably has nothing to do with whether or not I'll get hired, I still need to be on on my game. And I still need to be able to sell myself really well. And I need to expect that even though this is Don's friend, Don's friend is going to still be a spiritual being acting human.



27:26

Makes sense. So you also remind us that the more rejections we have, we should look at them positively because they're there will help us get closer to an offer. Is there any way you would recommend that we push to get a decision out of a hiring authority?



27:42

Sure, absolutely. And so many candidates don't have the guts to ask. I recommend in my books and in my online courses. There. There are four things you should ask an employer when you go through the interview. At the end of the interview. Do you understand what my background? And my experience is? Is there anything that I need to make more clear about my experience or my background? How do I stack up with the people that you have interviewed? And what do I need to do to get the job? If people would ask those four questions at the end of every interview that they go on, they would totally understand exactly where they stand with most every interview, interview process that they go into. Most people don't have the guts to do that. Even when I teach them to do that. They'll say I had a guy Tell me just an hour ago. Well, I forgot to ask. Well, you know, those are good questions. But well, we were in a hurry. What he really was saying was, I don't have the guts to be rejected. Look, no is the second best answer you can get. Yes is the best one. But no is the second one. And if you're going to tell me no, I'm not going to hire you. Then tell it to me now. So I can get on with the rest of the my interviewing life. And I don't have to worry about your situation. So those four questions make all the difference in the world.



29:23

Boy, fantastic advice. So we have students now grads who are leaving a very informal, co Allegiant campus environment, and they're coming in for their first interviews. How important is it that they dress up for interviews and for the first couple of weeks, at least on the job?



29:45

Yeah, this business of casual, just a bunch of garbage. You got to remember you're competing with 14 or 15 other people for that job. You need to look like a business person. You need to look smart, even if you're not you need to look polished, and and don't buy this stuff of dark suit, white shirt, white blouse, dark suit for both men and women, you got to look like a business person. Unless you're in the artsy business where that kind of casual dress is accepted. Don't buy what anybody tells you. Even if you're overdressed, you go into that place like you're looking for \$100,000 loan from a bank, and they aren't going to lend \$100,000 to somebody that dresses poorly. You got to dress sharply dressed brightly. guys get rid of that buzz on your face, you may think it's cute to look like Brad Pitt don't bank on it. These guys are looking at you. And they're looking for just as many reasons not to hire you as they are to hire you. You think they're thinking about why they ought to hire you. They're thinking about why they shouldn't hire you. And the way you dress, the way you come across the way you communicate in the interviewing process has to be pristine, and you have to practice it.



31:11

Very good advice. So you've kind of touched on this, I think earlier in your presentation. But helping a park does one's personality weigh in on the hiring process in terms of one's ability to fit into a culture?



31:28

Probably about 70%? Well, you know how it is huge. You know, maybe I'm exaggerating a little bit. Look 20% of a hiring decision is can I do the job? Can you do the job? 20% of the 20% of a hiring decision is can you do the job 40% of a hiring decision is? Do we like you? Do you fit in here? Okay, then another 20% has to do with the economics of it. Do you you know? Can we afford you? And then the last one again is? Do we like you? And do you fit in? So we like you and how you fit in? accounts for the vast majority of white people get hired. We see unqualified people get hired all the time. Because they're liked.



32:39

Interesting. So it's a good idea to go on best behavior. best attitude best personality when we go in not just to be on cool, then I can smile. So I or me.



32:51

Yeah, well, and and practice that kind of thing. So this interviewing.



33:00

So tell me, I think you might have mentioned some of this or answered some of it. But just to reinforce, because we're first time job shoppers out here. Why do hiring authorities lead us on and we need to kind of understand that once we understand it, then we can follow your advice.



33:21

They if they don't, you know they don't know. Once in a while we'll get a very experienced hiring authority, then immediately that will immediately say in an interview with a candidate if the candidates not qualified, looked on, you're really not qualified for this position. I really appreciate you coming by. You know, but you're not qualified. They don't want to they don't want to be a bad guy. They don't want to be a bearer of bad news. You know, they went everybody years and years ago, we used to do business with the Gallo wine company. And they would they would never they would they they made us. Hell. They made us tell the candidate when the candidate wasn't hired, that the company found somebody that they felt fit better. They would never let us tell a candidate that he had been rejected because he or she was a doofus, or whatever, whatever. And the reason they did that is they didn't want people no pun intended here. But they have a bad taste about Gallo wine. They didn't want those want people to be walking down the aisle, buying wine 30 years from now thinking that they got rejected by Gallo wine. So people don't want to be looked upon as as hurtful. So they'll tell you anything. And yeah, you're a great candidate. Yeah, we ought to get back to you and yeah, because they don't want to, you know, they don't want to hurt your feelings and And then you may never hear from them again. And they probably do you a better service by just saying, Look, you're not going to get hired for this job, good luck. But they don't want to do that.



35:13

Wow makes a lot of sense. Now, Tony, we only have a another minute and a half left, the time has gone by so fast. And you've given us so many good tips and ideas. I'm wondering if you can just give us a little bit of advice. You've talked a lot in the past about the job search process taking massive, massive action. And our surveys have shown the average grad might spend only five to 10 hours a week looking for a job. So can you define massive, massive action? And what we are doing?



35:45

Yeah, yeah, massive action can be described very simply, you got to get lots and lots and lots of interviews any way you can, over the Internet, through friends, through relatives through referrals, you've got to get lots of interviews. In this market, in where we are in Dallas, Texas, it takes every candidate we place an average of 14 interviews to get an offer. And that doesn't mean that the person will necessarily accept that offer. And those are the people that are getting hired at it takes an average of 14, that takes an average of about three months to do. And then you've got to learn how to perform really, really, really well on those interviews. You can't just get the interview and go in and sit down and say, Well, I'm here, where's my job, you got to go in and sell features, advantages and benefits as to why I'm good and why you want to hire me. And then you have to close people for it. Here is why you are hire me, here's what I can do for you that I've done for others, or because I've got good grades, or this is what I did in school, or all of these kinds of things. This These are what sets me above everybody else. And then are you going to hire me. And then you need to do that over and over and over and over again. People most people don't realize even if they found a job before, they don't realize how much massive action of getting interviews performing well in interviews, following up with interviews, going back in and talking to people, they have no idea how hard it is and how difficult and challenging it's going to be. And you know, it takes a lot of activity.



37:39

Tony, I know you are a very active person, you handle over 100 phone calls a day, and you help people get jobs. We really appreciate you taking the time today to share these dozens and dozens of tips, strategies and ideas.



37:56

Well, it's an absolute pleasure, Diane, it's always a pleasure to be with you and with your

listeners and good luck to all the students out there. Go get them take massive, massive action find a job