

INTERVIEWING FOR MANAGERS

AMY FLECK
VICE PRESIDENT
TALENT ACQUISITION & DEVELOPMENT MANAGER

OBJECTIVES

YOU WILL BE ABLE TO...

- Avoid discriminatory questioning during the interview process
- Develop insightful interview questions tailored to the candidate and position to effectively qualify or disqualify candidates for employment
- Communicate the culture and core values of your organization
- Identify, explore, and address the candidate's pain points
- Properly manage candidate expectations about the hiring process

CANDIDATE EXPERIENCE



FIRST IMPRESSIONS ARE EVERYTHING

VISUALIZATION: PUT YOURSELF IN THEIR SHOES

- Remember that they are also interviewing and judging YOU – Smile!
- Turn off your cellphone
- Don't make them wait
- Greet them with a smile and a handshake, introduce yourself
- Escort them to the interview room
- Introduce them to all others in the room (roles in the agency)

DISCRIMINATORY QUESTIONS

Freefall by Claes Stridsberg



DO NOT ASK...!

QUESTIONS SHOULD NEVER ASK A CANDIDATE TO REVEAL INFORMATION ABOUT HIS/HER:

- M –
- A –
- C –
- A –
- R –
- D –
- S –

DO NOT ASK...!

QUESTIONS SHOULD NEVER ASK A CANDIDATE TO REVEAL INFORMATION ABOUT HIS/HER:

- M – Military status, marital status, medical information
- A – Age
- C – Color, children, citizenship, criminal record
- A – Ancestry
- R – Religion, race
- D – Disability
- S – Sex/gender, sexual preference



DANGER! *“So, tell me about yourself? What hobbies do you have”*
Keep it work related!

UNCONSCIOUS BIAS



BEWARE OF THE BIAS

CONFIRMATION BIAS

This is a tendency for people to seek out information that supports a pre-conceived belief about the applicant that has been formed prior to the interview.

THE QUICK AND SUPERFICIAL BIAS

This is where interviewer's decisions are influenced by quick and superficial evaluations, ie: the level of attractiveness of a candidate, race, gender, background, etc. — none of which are relevant to the candidate's suitability for the role.

INTUITION

When an unproportioned part of the candidate evaluation process is based on intuition alone. “Gut”

HALO & HORNS

When a positive or negative detail about a candidate causes everything else about the candidate to be seen more favorably

“SIMILAR TO ME” EFFECT

Thinking highly of someone who has similar mindset, interests or personality to the interviewer

CONTRAST EFFECT

When a stronger candidate interviews after a weaker candidate or vice versa

PURPOSE OF AN INTERVIEW

- Evaluate candidate against the needs of the agency
- Uncover their motivators and pain points
- Present the value proposition
- Communicate the details of the role and the organization

**USE AN
UP FRONT
CONTRACT**



WHAT REALLY MATTERS?
AND HOW DO WE FIGURE THAT OUT?

WHAT REALLY MATTERS...

COMPETENCY

A desirable skillset which drives desired behaviors – in the context of the workplace, strength in a desired skillset may indicate a strong performance

- Time Management
- Composure & Resiliency
- Personal Organization
- Negotiation
- Influence & Persuasion
- Client Service Excellence
- Problem-Solving
- Analytical Thinking
- Deliberative Decision-Making

...AND HOW DO WE FIGURE THAT OUT?

BUILDING A QUESTION BANK

Preparing for an interview is as important as (if not MORE important than) the interview itself.

- Develop questions based on desired competencies and behaviors
- Use questioning techniques that dig under the surface
- Be consistent in what you ask all candidates
- Tailor to the candidate when appropriate
 - To address weaknesses or strengths in prior experience or performance
 - To address unique challenges of role/team/clientele

BUILD YOUR QUESTION BANK

BEHAVIORAL INTERVIEW QUESTIONS

Seek to predict a candidate's suitability for a role based on their behavior in past jobs

SITUATIONAL INTERVIEW QUESTIONS

Probe the candidate on how they would respond to a hypothetical scenario

PROGRESSIVE INTERVIEW QUESTIONS

A series of questioning meant to uncover root cause or motivators .

REVERSING INTERVIEW QUESTIONS

Answering a question with another question to uncover root cause or motivators

BEHAVIORAL INTERVIEW QUESTIONS

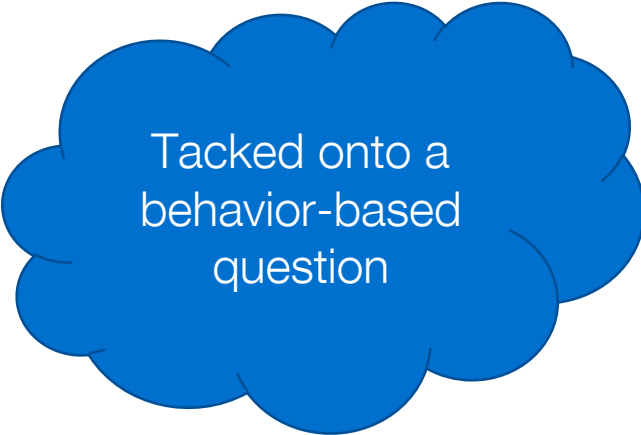
SEEK TO PREDICT A CANDIDATE'S SUITABILITY FOR A ROLE BASED ON THEIR BEHAVIOR IN PAST JOBS.

- Past
- *“Tell me about a time when...”*
- *“Describe a time when...”*
- *“What have you done...”*

PROGRESSIVE INTERVIEW QUESTIONS

A SERIES OF QUESTIONING MEANT TO UNCOVER ROOT CAUSE OR MOTIVATORS.

- **EXAMPLE:** ask for an example from prior experience to determine if candidate has previously performed in a given scenario
 - *“Give me an example of when ____.”*
- **ANALYSIS:** to uncover the candidate’s own analysis of their behavior and performance within the given scenario
 - *“How did you perform in that situation? What was the outcome?”*
- **FEELING:** to learn the candidate’s likely response to a given scenario in the future
 - *“How did/would you feel ____? What did you learn?”*



SITUATIONAL INTERVIEW QUESTIONS

PROBE THE CANDIDATE ON HOW THEY WOULD RESPOND TO A HYPOTHETICAL SCENARIO.

- Future
- *“What would you do...”*
- *“Let’s imagine that you are in a situation where...”*
 - *“what does that conversation sound like...”*
 - *“what are the steps that you would take..”*

REVERSING INTERVIEW QUESTIONS

ANSWERING A QUESTION WITH ANOTHER QUESTION TO UNCOVER ROOT CAUSE OR MOTIVATORS.

- Candidate asks: *“Does this role include an Assistant?”*
- Interviewer responds: *“Is that something that is important to you?”*
- Candidate asks: *“How much vacation time do you offer?”*
- Interviewer responds: *“Is that something that is important to you?”*

WHY DO PEOPLE LEAVE THEIR EMPLOYERS?

PAIN POINTS

THE “PITCH”

- Make note of “pain points” throughout the interview process
- Tailor your EVP to the candidate’s pain points
- Remember ABC – ALWAYS BE CLOSING



CLOSING THE INTERVIEW

Once there are no further questions between you and the candidate, it is time to close the interview.

- If not already understood be sure to specifically ask, “What information would you need to help make the decision to come to our organization, if offered a position?” Be sure to fully explore and answer those questions.
- Explain the next steps