

Taking Your Interviews from Good To Great

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2012 Hiring Outlook

- BizTimes Business Dashboard Survey
 - 54% of respondents plan to add staff
- MMAC Third Quarter Business Outlook
 - Hiring companies outnumber downsizing companies by 4 to 1
- Manpower Employment Outlook Survey
 - SE Wisconsin has best hiring outlook in the nation



Objectives

- Discover 5 interview techniques to take your interviews from good to great
- Identify top performance criteria in a targeted position and incorporate it into your hiring strategy
- Walk away with practical tips and strategies to implement

Icebreaker

Choose a partner:

- Introductions (Name, Company, Your Role)
- Discuss your worst hire
- Choose the “best of the worst” to share
- 5 MIN

Turnover – A Business Problem

- What's turnover costing your business?

Employee Turnover =
Customer Dissatisfaction =
Customer Turnover

Five Interview Techniques

1. Assess your candidates
2. Create custom interview guides
3. Conduct behavior-based interviews
4. Use SARGE
5. Prepare for common responses

Assess Your Candidates

- Job Analysis process
 - Defines criteria that is predictive of job success
- Personality profile
 - Benchmarks behavioral tendencies based on proven performance
- Competency profile
 - Pinpoints critical competencies and behaviors

Personality Assessments: A Brief History

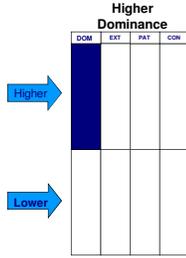
- 450 B.C. - Hippocrates
- 1879 B.C. – Wilhelm Wundt
- 1913 – Hugo Munsterberg
- 1922 – Carl Jung
- 1940s – Katherine Briggs & Isabel Myers
- United State Military

Defining the Ideal Candidate

- Review the ideal candidate description
- Identify key success characteristics based on the candidate summary
 - Plot behavioral tendencies as each personality trait is described

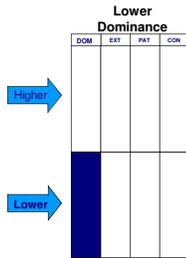
High Dominance

Results oriented
 Big picture oriented
 Decision maker
 Innovative
 Confident
 Hard driver
 Very competitive
 Aggressive
 Usually wants more
 Troubleshooter
 Prefers directing others
 Can be abrasive
 Risk taker
 Dislikes indecisiveness
 Self-confident
 Wants the biggest & best



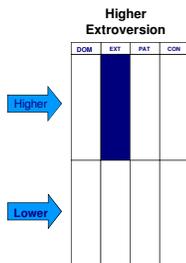
Low Dominance

Not forcefully demanding
 Composed
 Mild mannered
 Modest
 Laid back
 Agreeable

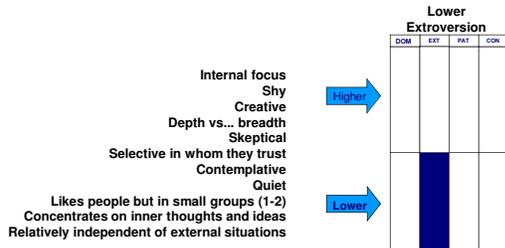


High Extroversion

Good at selling things/ideas
 Outgoing
 Friendly
 Enthusiastic
 Ability to read others
 Good persuader
 People connection
 Likes to achieve status
 Optimistic
 Playful
 Boastful
 Enjoys teamwork
 Vibrant laugh
 Poised and articulate
 Sense of humor
 Good at putting others at ease



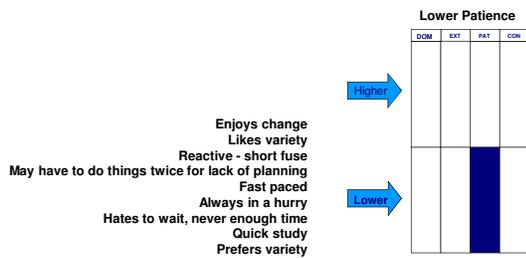
Low Extroversion



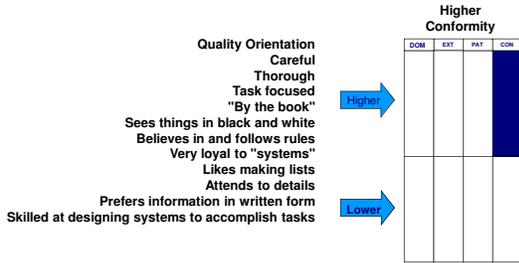
High Patience



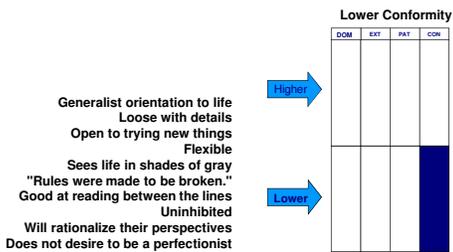
Low Patience



High Conformity



Low Conformity



Matching the Ideal Candidate To The Job

- Review four candidates
- Determine the best natural fit
- Appoint a spokesperson to share your insights
- 5 MIN

Identifying Core Competencies and Key Behaviors

- Attention to Detail: *focusing on important details*
- Communication: *interacting and communicating respectfully and professionally with others*
- Determination: *persistently and creatively achieving goals in spite of obstacles and challenges*
- Interpersonal Relationships: *interacting effectively with a diverse work force*
- Issue Identification: *probing deeply to gather relevant information*
- Time Management: *using time and resources optimally*
- Problem Solving: *defining issues, examining alternatives and effects*
- Teamwork: *contributing to group/team effort to achieve a common goal*

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Create Custom Interview Guides

- Interview Guide Elements
 - Competency with behaviors
 - Primary interview questions
 - Follow up questions
 - What to listen for
 - Rating scale

Common Interview Questions

- What are your strengths?
- What are your weaknesses?
- Who was your best manager?
- How do you prefer to work – alone or as part of a team?
- Why do you want to work for ...?
- Why should we choose you?

Conduct Behavior-based Interviews

- Best predictor of future performance is past performance
- Focuses on a specific job-related experience
 - "Tell me about your most difficult sales call in the past six months"
 - "Tell me about a specific time when you disagreed with your manager"

Conduct Behavior-based Interviews

- Create 1-2 behavior based interview questions for each competency
- Appoint a spokesperson to share your best question
- 10 MIN

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Use SARGE

- S**ituation *what was the situation?*
- A**ctions *what actions did the candidate personally take?*
- R**esults *what were the results of his/her actions?*
- G**et references *ask for references to validate behavioral examples.*
- E**valuate *use same criteria to evaluate each candidate.*

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Prepare for Common Responses

- *SLIP*
- *BLUFF*
- *SILENCE*

Taking Your Interviews from Good to Great!

- Use proven interview techniques to improve your hiring success
- Identify key factors that are predictive of job success
- People perform better when job requirements match their natural traits

***Improved Interview Techniques =
Better Hiring Decisions***

Thank you for attending!

- Janine Smith, President
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See me if you're interested in receiving...

- A complimentary talent assessment
- An interview guide template
