

## 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

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## 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

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## Icebreaker

Choose a partner:

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

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## Turnover – A Business Problem

- What's turnover costing your business?

**Employee Turnover =**  
**Customer Dissatisfaction =**  
**Customer Turnover**

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## 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

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## 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

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## 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

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## 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

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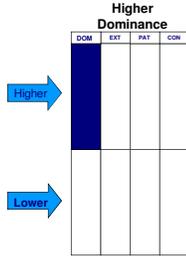
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## High Dominance

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




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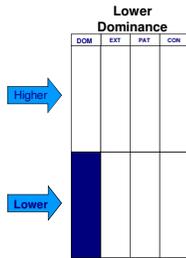
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## Low Dominance

Not forcefully demanding  
 Composed  
 Mild mannered  
 Modest  
 Laid back  
 Agreeable




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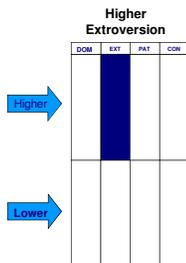
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## High Extroversion

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




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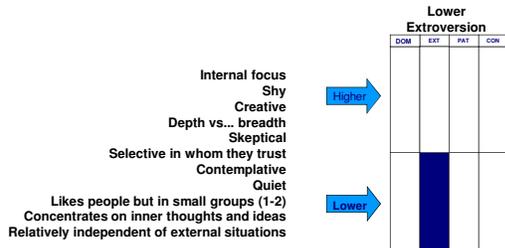
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## Low Extroversion




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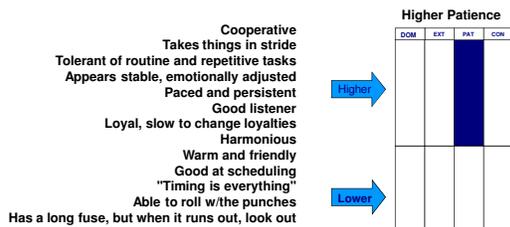
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## High Patience




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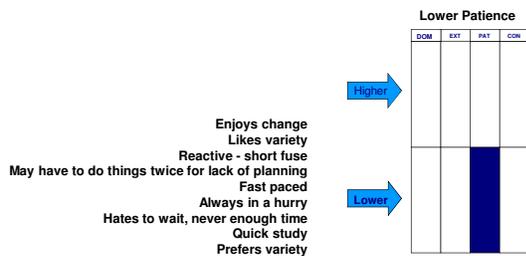
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## Low Patience




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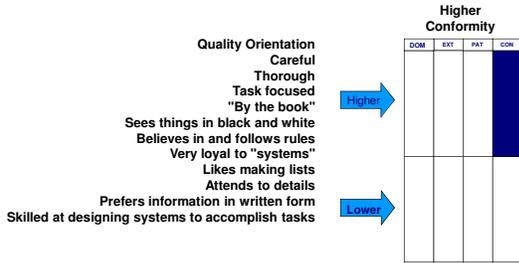
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## High Conformity




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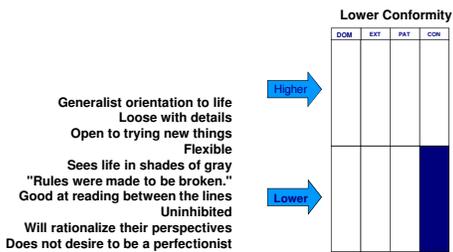
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## Low Conformity




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## Matching the Ideal Candidate To The Job

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

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## 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

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## 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?

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## 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"

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## 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*

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## 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***

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## 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

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