

SUCCESSFUL SELECTION



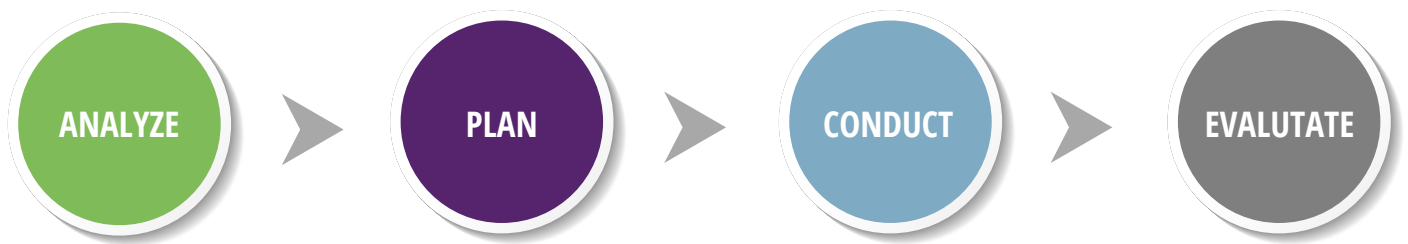
TIPS, TECHNIQUES, AND
SKILLS EVERY HIRING
MANAGER SHOULD KNOW



INTRODUCTION:

Hiring employees is one of the most important, and costly, decisions any organization can make. Ensuring you hire the right candidate, saves not only time and money, but prevents morale, productivity, and quality from dropping. There are several ways to conduct interviews. Some more successful than others. By far the most successful way to interview potential employees is using a technique called behavioral interviewing.

Behavioral interviewing is a specific methodology used to interview candidates for a position. It has been used in many organizations for almost 20 years. However, many other organizations have not adopted the method. Why? If you ask a manager, "Are you a good interviewer?" most will say yes. But when you ask about the specifics of their interviewing approach with job candidates, most managers will tell you that they rely on their "gut feeling."



WHY USE THIS METHOD?

A manager's goal with any hiring decision is to conduct the interview to gather enough quality information to determine if the candidate is a good fit for the position.

Traditional "gut feeling" interviewing is often a poor predictor of good hires. "Gut feeling" interviewers tend to choose people they like, or people that like themselves, or people who interview well, rather than the best candidate for the job. Using traditional "gut feeling" interviewing increases the odds that many new hires will not fully meet management's performance expectations. This makes traditional "gut feeling" interviewing high risk.

Structured behavioral interviewing can dramatically increase your success in hiring the best people. Better hires means increased productivity, lower turnover, higher morale, and better quality and service for customers.

Successful organizations use behavioral interviewing because it:

1. Provides a systematic process.
2. Helps acquire relevant and objective information.
3. Helps protect the organization from costly lawsuits.
4. Provides best match between candidate and job.
5. Reduces training time and lowers turnover.

WHAT IS BEHAVIORAL INTERVIEWING?

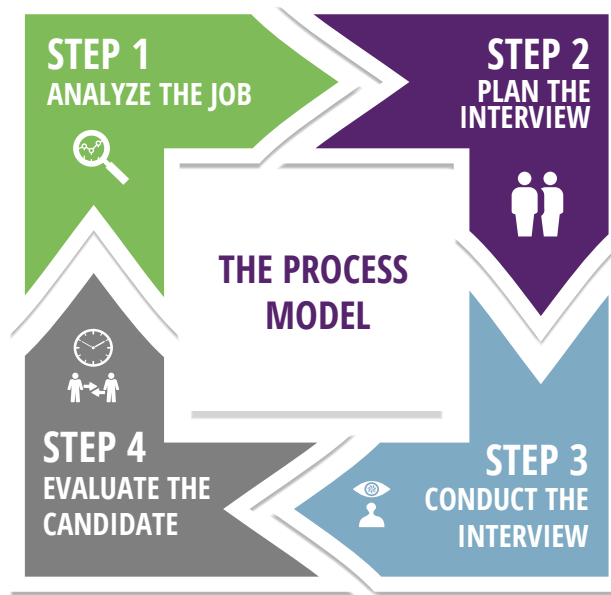
Behavioral interviewing is a structured interviewing strategy built on the premise that past behavior is the best predictor of future performance in similar circumstances. For example, if you want to hire someone who has outstanding customer service skills, you might ask the question: “Tell me about the most difficult customer you ever had to handle. How did you go about it?” This question asks for a specific example of how the candidate performed in the past that relates directly to how a candidate must perform on the job in the future.

Behavioral interviewing allows the interviewer to gather evidence that the candidate possesses the critical capabilities required for successful job performance. It is these critical capabilities, called competencies, which identify the very best performers in a given job.

THE PROCESS MODEL:

Liddell Consulting Group has found a four-step model to be most effective in interviewing and selection.

The four steps include:



STEP 1: ANALYZE THE JOB

Analyzing the job involves examining job descriptions, performance standards, and business plans that impact the position.

Identify a list of capabilities and characteristics - the knowledge, skills, abilities, personal style - that distinguish the top performers in the position.

Determine mandatory competencies, those you must have to hire, and those competencies you can develop after hire.

The list of competencies, characteristics, and surrounding impact information will become your basis for selection and hiring.



STEP 2: PLAN THE INTERVIEW

This step involves planning the interview process and developing interview questions for all mandatory competencies. Part of planning the interview process involves choosing, and preparing for, individual or team interviews. Each process comes with its own benefits and challenges.

Next you must design directing and probing questions to assess candidates against the mandatory competencies for a position.

- Directing questions set a direction for a portion of the interview and are designed to assess specific competencies. Typically, they are used to ask a person to describe an actual past situation.
- Probing questions dig deeper and elicit details. Probing questions can involve asking a candidate for his or her thoughts, feelings, actions taken, results achieved, and conclusions / learnings.



STEP 3: CONDUCT THE INTERVIEW

Here is an effective model for behavioral interviews. Timings are based on a one hour interview, but your interviews may be shorter or longer.

- A. Establish rapport, describe the position, and get background information. **(5-7 minutes)**
- B. Obtain behavioral information on mandatory competencies. **(30-40 minutes)**
- C. Ask the directing questions prepared in advance of the interview and follow up with probing questions as needed.
- D. Answer the candidate's questions. **(5-10 minutes)**
- E. Sell the position and the organization. **(5-10 minutes)**
- F. Close the interview. **(3 minutes)**



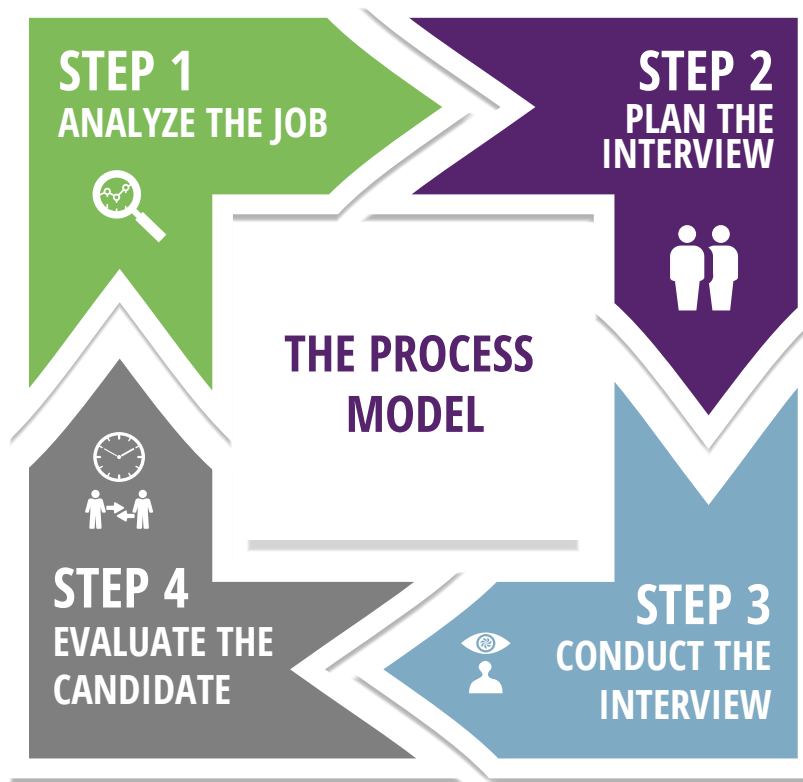
STEP 4: EVALUATE THE CANDIDATE

Assess the candidate against the mandatory competencies. To do this, assess the strength of the evidence the candidate presented in your behavioral interview. How well does the candidate match up to what you are looking for?

Document your evaluation and make a hire or no hire decision.

CONCLUSION:

The work of defining competencies and developing behavioral interview questions for a position only needs to be done every few years, not each time you need to fill the job. For most positions, unless they change radically, performing a quick annual update to the competencies and tweaking the behavioral interview questions is all that is needed. With a little time and effort, your organization can significantly improve the quality of the people hired by using the concepts of behavioral interviewing.



ABOUT LIDDELL CONSULTING GROUP:

Liddell Consulting Group can assist your organization in developing behavioral interviewing within your organization and implementing the process for hiring. We work with your team of managers, hiring managers, and recruiters to educate them on the benefits of this technique and how to successfully implement it into hiring practices.

Liddell Consulting Group was founded in 2002 by David Liddell. Liddell Consulting improves the performance capabilities of company leaders, the skills and abilities of employees, and the profitability of organizations. David is a noted, and respected, speaker, coach, facilitator, and trainer. His problem solving abilities and hands-on approach and expertise makes him sought after by leaders who want breakthrough results for themselves, their teams, and their organizations.



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