



How to Conduct Effective Interviews

The interview guide needs to be universally **applicable to the types of jobs in your company**...management, sales, administration, etc.

Spend time during an interview paying attention to what the candidate is saying, not racking your brain to come up with another clever question to ask.

Don't gamble on making a good hire! Interviewing is a high-stakes game; you spend up to an hour with each of a dozen potential job applicants, make a choice, then roll the dice and take your chances.

Choose the wrong candidate and your organization could pay the price for months or even years to come. The price may be steep. A professional job that pays \$48,000 annually and turns over too quickly can cost a company as much as twice that in hiring expenses and lost productivity. These statistics mean that the 60 minutes you invest in meeting with applicants had better be time well spent.

Hiring employees is like going to Las Vegas, you never know if you're going to win. **Good gamblers play the high probabilities. Interviewers should do the same thing.** The critical skills for employee success are usually best revealed in interviews. That means **a good HR practitioner has to be a proficient detective who asks the kind of questions that get applicants to open up** and reveal their good and bad workplace characteristics. To increase the odds of making the right hiring selection, behavior-based interviewing is the method of choice.

Behavior-based interviewing is an approach that looks at past behavior as the best predictor of future performance. This systematic approach helps reduce turnover by selecting people whose skills and motivations match job requirements. It has proven to be a more valid way to assess job skills in an interview. Behavior-based interviewing **rejects the old-school practice of hiring based on one's gut feeling--the practice known as "I know a good one when I see one."**

Behavioral interviewing is one of the best ways to explore a candidate, but using good behavioral questions is important. When **crafting questions, hypothetical is out; reality is in.** Rather than asking, "What would you do if ..." one should ask, "Tell me about a time when you ..." Just because people can give the right hypothetical answer doesn't mean they can do what they say. You want the candidate to tell you about a real-life experience.



We suggest two ways to gather interview information:

1. Using face-to-face behavioral interview guides.
2. Using automated online interviewing where candidates answer the interview questions over the web.

Make A Commitment: I will review and revise my interview tactics based on the information I have just read.

Deadline: _____