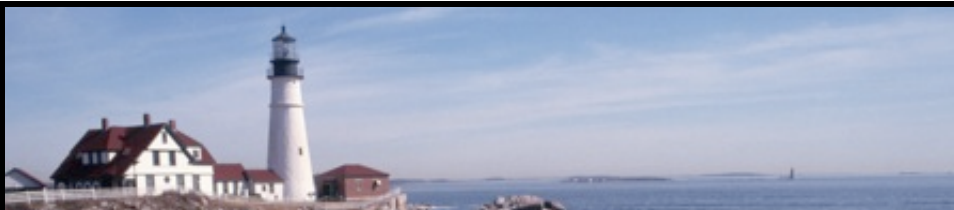




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**Guest,**

**Welcome to:**

## **Interviewing Techniques 3.0**

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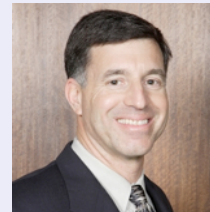


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## Why are interviews poor predictors?

### Problems in Interviewing

- The power of 1<sup>st</sup> impressions
- Desperation hiring
- Embellishment and exaggeration
- Flawed process
- No relevance to on-the-job performance
- Poor job description being used as basis for questions



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## Define Success First: The Traditional Crapshoot Approach vs. Success Factor Methodology

### *Director of Sales*

#### Crapshoot Hiring

- Industry Experience
- Skills and Knowledge
- Behaviors/Attitudes
- Years of Experience
- Minimum Education
- Duties/Responsibilities
- Certificate In X
- Reports To
- Can travel, work weekends, etc

#### Success Factor Snapshot

- Increase sales by 20% and improve margins by 3% w/in 12 months.
- Build a Indep. Rep. Channel in Europe within 90 days.
- Implement sales forecasting and pipeline mgmt. w/in 4 mo.
- Revamp all sales collateral material w/in 6 months.



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## Asking for Examples

### Get in the Habit

- The Quest for the Truth
- Knee jerk reaction every time
- Core of Behavioral Interviewing
- Eliminates embellishment and exaggeration
- Teaches candidates how to interview with us real-time

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## Phone Interviewing

### Leverage Time and Prep Candidate

- Accuracy of Phone Interviewing
- Should Phone Screen
- Microcosm of the Full Interview
- Prepares the Candidate for the Face-to-Face Interview



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## Interview Structure

- Set-up and Rapport Building
- Review of Work History
- 5 Core Questions
- Personality/Style/Cultural Fit
- Closing- Supply and Demand



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## Interviewing - Before the Interview

- Fight against 1<sup>st</sup> Impressions
  - Focus on whether the candidate can achieve SFS
  - Remain Objective
- The Success-based interview
  - Use pre-structured 5 core questions
  - Train to always be asking for examples

6



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## 5 Key Predictive Elements for the SUCCESS-based Interview

- High Initiative  
Self-motivation
- Flawless Execution  
Gets the job done
- Leadership  
Execution by leveraging through others
- Past Success  
Similar in both success and environment
- Adaptability  
Can the candidate adapt to your environment

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## The 5 Key Question SUCCESS-based Interview

- **High Initiative**
  - Give me an example of where you have demonstrated initiative?
- **Flawless Execution**
  - Give me an example of when you executed a project flawlessly?
- **Leadership**
  - Could you share with me your most significant success in leading a cross-functional team on a major project?
- **Past Success**
  - One of our critical SUCCESS FACTORS is \_\_\_\_\_. Can you describe your most comparable success?
- **Adaptability**
  - How would the implementation of this SUCCESS FACTOR in our environment differ from your current environment?

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## The Magnifying Glass Approach

### Put Under Magnifying Glass

- Paint a visual picture of what the candidate actually did
- Keep asking for examples
- Probe deeply for the why, when, how, what
- Get all the details - size, scope, complexity, effort, team issues, dates
- Eliminate We



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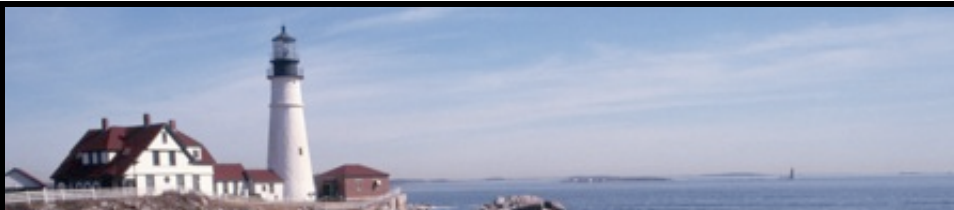
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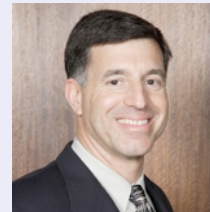


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