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*Bringing effective insight
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Open Line

Guest,

Welcome to:

Interviewing 3.0 Part 2

Presented by
Lighthouse Consulting Services, LLC

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Featured Guest:
Brad M. Remillard
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Why are interviews poor predictors

Problems in Interviewing

1. The power of 1st impressions
2. Desperation hiring
3. Embellishment and exaggeration
4. Flawed process
5. No relevance to on-the-job performance
6. 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
- Ability to 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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Benchmarking Non-Exempt

Customer Service Rep:

Experience

- 5 years experience
- Customer focus
- Affable

vs. Success - SOAR

- Answer Calls < 1 min.
- Solve 90% on first call
- 100% callback same day

Accounts Payable Clerk:

Experience

- 5 years experience
- Customer focus
- Affable

vs. Success - SOAR

- Zero late fees
- Maximize discounts
- Accurate A/P Accrual



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Interview Do's and Don't's

1. Don't ask personal questions
2. Don't leave candidate in lobby
3. Don't read the resume during the interview
4. Don't "score" the candidate during the interview

1. Do ask if they would like something to drink
2. Do shake their hand and look them in the eye
3. Do be prepared
4. Do be organized - schedule



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Asking for Examples

Get in the Habit

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



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Phone Interviewing

Leverage Time and Prep Candidate

1. Accuracy of Phone Interviewing
2. Should Phone Screen
3. Microcosm of the Full Interview
4. Prepares the Candidate for the Face-to-Face Interview



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Interview Structure

- Set-up and Rapport Building
- Review of Work History
- Olympic Sales Coach
- Do you have a Beautiful Mind
- 5 Core Questions
- Personality/Style/Cultural Fit
- Closing- Supply and Demand



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Interviewing - Before the Interview

- **Fight against 1st 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



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5 Key Predictive Elements for the SUCCESS-based Interview

1. **High Initiative**
Self-motivation
2. **Flawless Execution**
Gets the job done
3. **Leadership**
Execution by leveraging through others
4. **Past Success**
Similar in both success and environment
5. **Adaptability**



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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?*



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The 5 Key Question SUCCESS-based Interview (cont.)

- 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

1. Paint visual picture of what the candidate actually did
2. Keep asking for examples
3. Probe deeply for: who, what, when, where, why, how
4. Get all the details: size, scope, complexity, effort, team issues, dates
5. Eliminate “We”



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'It's time to bring laughter into the workplace!'

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