

IMPORTANT SKILLS

1. Controlling The Interview
2. Asking Good Questions
3. Listening & Observing
4. Eliciting Responses
5. Gathering, Recording, and Utilizing Information
6. Avoiding Bias and Discrimination
7. Eliminating The Loners, Entitled, High Maintenance, and Not-My-Jobbers
8. Getting Your Top Candidates Hired

MORE INTERVIEWING AND SELECTION TIPS

1. Start by assessing the position: duties, success factors, failure factors. List basic qualifications, key requirements.
2. Selection is more than a gut feel and impressions.
3. When beginning the interview, give a brief introduction and outline the interview process you will follow.
4. A candidate's past behavior is the best indicator of future behavior. Use questions about the past to get the best predictive information.
5. Don't give away the answers by the way you ask the questions.
6. Don't make hiring decisions based on the candidate's generalities. Probe: "Give me an example." "Tell me about a situation where ..."
7. Probe for behavioral examples, using the EAR technique:
 - o E = Describe an example of a representative situation or task that you have handled.
 - o A = Tell me the action you took.
 - o R = What results did you accomplish?
8. If the interviewer lacks Versatility, or is unprepared, and/or uncomfortable, he/she is likely to get locked into their DISC Comfort Zone and fail to get the information needed to make a good hiring decision. Some examples are:
 - o Dominant: Tell the candidate what is expected and what they are to do.
 - o Influential: Talk too much about the job, about him/herself; go off on tangents; ignore structure; no plan; hires those he/she enjoys.
 - o Supportive: Ask broad, open-ended questions to stimulate conversation not necessarily related; be quiet and let the candidate talk about whatever they want to talk about.
 - o Analytical: Ask detailed, closed-end questions about everything they think is important; over-probe about detail and overlook "people" information.