



SO – YOU WANT TO CONDUCT AN INTERVIEW...

4 **SIMPLE STEPS** TO BETTER INTERVIEWS

Studies show the number one mistake interviewers make is talking too much.
*The candidate should be speaking about **80%** of your time together.*



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WHERE DO YOU START?

The best place to start is at the job description because, as you know, all questions you ask must revolve around the candidate's ability to do the job!

You should have already determined the candidate's hard skills (what they CAN do) from their resume or application. Now you need to find a way to determine what they WILL do or their "soft skills". Behavioral Interviewing does just that – by the questions you ask, you can determine an individual's competencies and strengths. Following are some generally recommended questions to ask. You should also create questions for the specific position as well as these general soft skill questions.

Remember – ask all candidates for the same job the same/similar questions. (Behavioral Interviewing enables you to clarify and probe specifics of an individual's answers but you want to keep the basis of the interview the same across the search.) Document your comments, positive and negative, immediately following the interview. You'll be surprised how all the candidates will meld together as you do more recruiting!

Use open ended questions to get the candidate talking. Use closed questions to clarify and probe their answers if/when necessary. They should do about 80% of the talking. You still have a responsibility to "sell" the organization but take the time NOW to really get to know the candidate!

Now, one last word of advice – RELAX. Your candidate is nervous too – there's no harm in letting them know that YOU are nervous; in fact, that's a good way to break the ice. You are just having a conversation about your professional likes and dislikes. (They get to do most of the talking so that should help set you at ease as well!)



STEP TWO: ASK PREDETERMINED QUESTIONS

After reviewing the job description, you should have determined the competencies (or soft skills) that will be necessary for success in the position. Formulate your interview questions to best get at these traits and characteristics. You need to be sure to ask all candidates the same question. Granted, each candidate will answer differently (you hope!) and you'll be probing deeper into their answers. But in order to demonstrate that your interview process was unbiased, you need to have the same format/questions for each candidate.

Some of my favorite questions:

- Tell me about your last work assignment. What did you like most/least? Why?
 - Listen for the detail/lack of detail they provide
 - Are they talking in chronological order
- What was your favorite/least favorite work assignment? Why?
 - Demonstrates what will/will not motivate them
- How would your coworker's describe you
 - Describes how THEY think others see them
- What did your supervisor recommend you improve upon? Did you agree?
 - Can they acknowledge weakness in a positive manner
- If you could create the ideal work environment/job/boss...what would it look like...?
 - Is this a match for what you offer
- Why did you choose your profession?
 - What thought process went into their decision
- What do you believe is the most valuable lesson you have learned in at work?
 - Will show what is valuable to them
- Tell me about a time when you made a mistake on a project/assignment.
 - Again, can they turn this into a positive...did they use common sense/good judgment in working through the problem
- Describe your proudest work accomplishment.
 - Again, what motivates them
- You've seen the job description (assuming they have). Why are you qualified for this job?
 - Where do they see the fit
- How do you define work ethic?
 - Run fast if they ask what work ethic means!

STEP THREE: THEIR QUESTIONS

Be prepared for almost anything including the “I really don’t have any right now.” Offer your business card and open the door for them to contact you in the next day or so if they think of anything. If they ask a question that you don’t have an answer to, tell them the truth – we haven’t considered that...I’ll let you know...

Avoid pay and benefit questions by simply stating it’s too soon in the process to discuss that topic but you will certainly be fair should you make an offer.



STEP FOUR: CLOSING THE INTERVIEW

Remember to let them know the next step, whatever that may be. Immediately after the candidate leaves, be sure to document your thoughts (job related) with supporting information. For example: the candidate was not well organized – he dropped his resume on the floor and skipped around when discussing his professional experience.

Hopefully, these four steps will enable you to become a more relaxed interviewer!

It simply isn't possible to be an expert in every area of your business – find the right expert to partner with you: those that are successful in their own businesses and those that want to see YOUR success right alongside their own! Please contact us if we can provide further information about interviewing and recruiting to help grow and protect your business.

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KAREN A. YOUNG, SPHR, SHRM-SCP **FOUNDER & PRESIDENT** **HR RESOLUTIONS**

Delivering fun, humorous, and extremely informative presentations, Karen is an excellent choice for motivating both HR professionals and “accidental HR” managers or business owners.

KEY TOPICS

Human Resources

People Management

Team Building

As the founder and president of HR Resolutions, Karen Young delivers a refreshing approach to HR consulting – helping professionals and businesses successfully manage their human resources by creating a drama-free HR environment. Karen presents engaging seminars that help attendees walk away with actionable next-steps for improving their workplace.

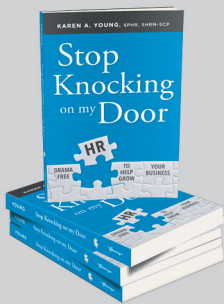
Working within HR often presents its professionals with delicate situations and difficult decision-making. However, Karen strongly believes HR can be just as fun and rewarding provided your department has the right tools & knowledge to handle the day-to-day challenges that arise when operating a growing business.

Leveraging her extensive industry experience of over 25 years and drawing upon her book, *Stop Knocking on My Door*, Karen helps HR professionals navigate these challenges that inevitably come with hiring, training, workplace culture, performance evaluations, terminations, regulations and more. By sharing her passion for all things HR, she helps audiences recognize the importance of their job and how a refreshed perspective and unified plan can make all the difference.

With a reputation of delivering fun, humorous, and extremely informative presentations, Karen is an excellent choice for motivating HR professionals and teaching them the tools necessary to manage a successful workplace environment. Karen’s seminars are ideal if you are a small business owner, a staff member with “accidental HR” responsibilities or challenges, or a manager or supervisor interested in staying up-to-date on the latest HR issues.

“I have had the pleasure of attending several presentations led by Karen Young. Karen’s ability to deliver a top notch program starts with her deep knowledge and years of experience as an HR Professional. Karen’s HR expertise and “real world” experiences allow her to quickly and easily connect with her audience. Karen stays on target with her message reinforcing key learning points which can be quickly implemented in the workplace.”

— Andy Sholly, PHR Chapter President HRP Professionals of Central PA



Stop Knocking on My Door reveals effective HR systems and practices that will reduce the interruptions you experience throughout the workday, resulting in employees who are happy, safe, and productive. Reduce incidents, disruptions, and turnover while increasing your bottom line by understanding the importance of, defining expectations, job descriptions, staying out of employment regulatory purgatory, improving morale, and recognizing the significance of HR in companies of ALL sizes. Available on Amazon.com and other online retailers. Bulk rates are available for corporate events and workshops.

HIRE KAREN FOR YOUR NEXT EVENT. CONTACT US AT [KAREN@HRRESOLUTIONS.COM](mailto:karen@hrresolutions.com)

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