



1 BE A "VERY NICE INTERVIEWER" WITH YOUR CANDIDATES

During the hiring interview, behave as head hunters do, always being nice and courteous to the candidates . . . in other words, charming!

Avoid asking tough and stressful questions, which only reveals how a candidate operates/reacts under stress.

Apply the strategy used in one of the largest soap manufacturers/distributing company. They train their line managers to be gentle with their candidates, applying the principle: *"Has done ... Will do"*.

After about 20 minutes, a candidate will usually open up, relax and let you know what they have done, and the way they have behaved in the past. This will place you in the ideal position to anticipate how these candidates are likely to behave/perform in the future.

2 OPEN THE FIRST HIRING INTERVIEW WITH TWO ALTERNATIVE QUESTIONS

To check a candidate's empathy and determine something about their negotiation skills, you may want to start the first interview by asking the following question:

"Mrs. /Mr. Candidate, how would you like to proceed? Would you like to ask me "some questions about our company/division/or the job", or would you prefer to tell me something about yourself"?

In most cases, a candidate will talk about himself/herself which may reveal:

- anxiety;
- lack of self-confidence;
- inadequate preparation;
- insufficient empathy;
- potential lack of interest for the job
- .../...

which are all bad signs! The smarter candidate will ask about the company/job.

3 EVALUATE YOUR CANDIDATES ON THE QUESTIONS THEY ASK, RATHER THAN ON THE ANSWERS THEY GIVE

Professional interviewers say they often/always prefer to judge a candidate on the questions he/she asks during the interview than on the answers that he/she gives.

Some of the questions asked are very smart [although sometimes intrusive but still relevant] and some are ridiculous...

These questions are much more revealing of a "personality" than "canned answers", which a candidate will often prepare before an interview.



4 PRACTICE BEHAVIORAL INTERVIEWING

Behavioral interviewing consists of asking a candidate to provide tangible/quantifiable proof that they possess/master/enjoy of the ultimate skills you're looking for (creating a more realistic evaluation than a candidate just "boasting" about their qualifications).

Basically, the process involves the following 3 steps:

Step # 1: Ask the candidate for his/her top 3 to 5 skills [that are relevant to the job];

Step # 2: Invite them to tell you (on a scale from 1 to 10), how much they value those skills in terms of expertise and in terms of enthusiasm;

Step # 3: Select the 2 or 3 skills most important for the job and ask your candidates to illustrate them with professional and/or non-professional achievements, backed up with tangible/quantifiable results.

5 USE THE "PORTFOLIO" APPROACH

Tell each candidate who is on your "short list" (3 to 7 preferred candidates) the 5 to 7 criteria that you will take into account as you select THE best candidate for the job.

Ask each candidate to come to the interview with a portfolio (a set of documents/photographs/charts/graphs/tangible/objects/artifacts) that illustrate and prove that they possess and have mastered the 5 to 7 criteria you listed as being essential to get the job.

Their documents and tangible objects of proof should be presented as individual items and not bound together in a book/notebook.

6 USE THE "TARZAN" APPROACH [USING "ROPES" TO DISCOVER ULTIMATE SKILLS]

This approach takes 5 to 8 minutes to identify 1 to 3 ultimate skills.

Ask your counterpart the 4 following questions. Then repeat this exercise 3 more times.

- Rope # 1: What did you do in your professional field, which you really enjoyed? What sort of mission, project or task was it ?

- Rope # 2: How did you carry out? Please state the steps (3 to 7) which you followed.



- Rope # 3: Of these steps, which is the one you liked best? The one in which you committed yourself the most? Which really excited and stimulated you?

- Rope # 4: What are the 3 skills/talents (expressed by verbs) you used during this step?

* Method taught in Munich (Germany) by a recruiting agency.

The achievements used by your candidate do not have to be important/huge/impressive. For best results, you may wish to do it 3 more times and cover both professional and nonprofessional activities.

This exercise is very revealing, and in most cases, will give you a very clear picture of the 3 to 7 ultimate skills of your candidate.

After you have finished 4 rounds of the exercise, take the 3 top skills which emerge, and ask for a couple of professional illustrations which are backed up/documented with tangible/quantifiable results for each skill.

7 MULTIPLY THE NUMBER OF INTERVIEWS

If persistence and commitment are key decision factors in your hiring process, consider forgoing a longer 1-2 hour interview, and instead offer a series (5 to 10) shorter interviews.

These short interviews do not always need to be conducted by a professional interviewer. Their length is usually very short: 10 to 20 minutes each.

After a candidate has completed this process, have all interviewers get together and share their thoughts and experience of the person. This will often elicit very clear and strong responses and can make the decision process easier.



8 ASK PEOPLE IN YOUR DEPARTMENT/DIVISION TO MEET WITH THE CANDIDATES [DURING INFORMAL OR FORMAL MEETINGS]

After having met with all candidates, take them to meet your team.

Ask people in your department/division to meet with each one on a one on-one basis or a very small group [2 to 3 only]. Suggest they go to the cafeteria or a coffee shop (close by) to have a very informal conversation.

Collect the feedback from your team and triangulate the information received (which will give you +/- 80% of the truth)!

9 INVITE YOUR CANDIDATES FOR A TRIAL [JOB SHADOWING]

Once you have compiled your short list [3 to 7 candidates] invite them [one at a time] to come and spend some time in your organization.

You might offer:

- Either half a day to one full day;
- Or 2 or 3 days to 5 days.

This will surely give you a much better “in depth” vision/understanding of each candidate. At the same time, this may help them decide if your environment is right for them.