

INTERVIEWER



THE GOAL: IMPROVE QUALITY-OF-HIRE!

Presented by Hiring Expert, CAROL QUINN

How Are We Doing At Hiring?

Statistics:

- ▶ CareerBuilder survey found 68% of businesses affected by bad hires.
 - TOP 5 Characteristics: *Poor quality of work, didn't work well with others, had a negative attitude, received customers complaints and failed to meet deadlines.*
- ▶ Companies allow untrained interviewers to select employees (80%).
- ▶ Metrics - TRACK: *time-to-fill & cost-per-hire*. DON'T TRACK: *cost-per-bad-hire*.
- ▶ HBS research found “attitude” accounted for 93% of business success while *skill, intelligence and knowledge* combined only added up to a 7% contribution... yet many companies still hire solely on skill.



Boot Camp Topics:

Listen up!



1. **Work History:** How to get to the REAL reason an applicant left a job.
2. **Weaknesses:** How to gather REAL weakness information - because you have the right to know!
3. **Guard Down:** How to get them talking more freely and openly to you.
4. **Behavior-based interviewing:** Why you need to stop using it!
5. **Q & A**

Work History -

How to get to the REAL reason someone left a job.



- ▶ FIRST answer are “courtesy answers”... & they hope you accept it.
 - *For more money, advancement or better opportunity...*
- ▶ Work History Dates: *Year-to-Year* format hides date gaps. *Month/Year* shows them.
- ▶ The JOB CHANGE TRIGGER Questions:
 1. *Did you have your next job waiting before you left?*
 2. *When did you make up your mind you wanted to leave?*
 3. *What (event) got you to this point?*

Weaknesses -

How to get REAL weakness information... because you have the right to know!

My weakness is
I care too much.

- ▶ Why *weakness* questions doesn't work.
- ▶ What to do instead:
 - Get it out of their opinion.
 - Last performance evaluation:
 - Strengths (3) first
 - Weaknesses (2) second
 - Avoiding “selective memory”.
 - Tennis & Silence
- ▶ What weaknesses tell you:
 - Skills gap.
 - What they don't like to do (tied to the lack of self-motivation).

Guard Down -

How to get your applicant talking freely to you.



- ▶ **STEP 1:** Get their guard down.
 - How do you relax an applicant?
- ▶ **STEP 2:** Keep their guard down.
 - Show NO negative judgment.
- ▶ Maintains applicant's integrity...but you don't do this for them!

Behavior-based interviewing -

The reason behind many bad hires!



1. Bunches and bunches of BAD interview questions.
 2. Assumes signs for motivation = self-motivated.
 3. No hiring standard!
- ▶ Lou Adler, ERE - Recruiting Intelligence: *"I suspect they'll come to the same conclusion that behavior-based interviewing doesn't improve quality-of-hire, and in many cases, actually causes it to decline."*

Improving Quality-of-Hire -
The direction interviewing is going in.



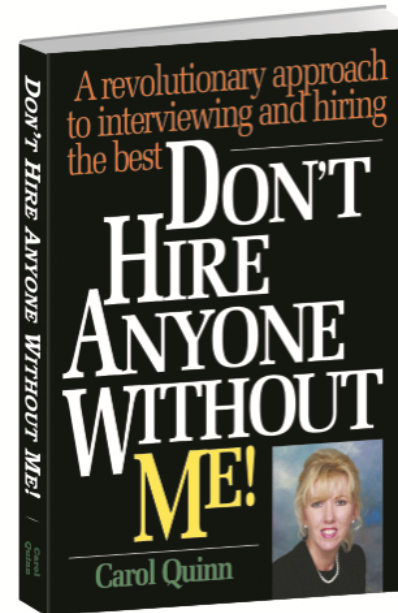
► Motivation-Based Interviewing:

- An interviewing method specifically developed for hiring “High Performers”.
- Assesses the 3 components common to ALL top performers; *skill, attitude & passion*.
- Uses properly phrased skill-assessment questions to gather *attitude* information.
- **Attitude** is considered #1 predictor of future job performance and success!
- Same interviewing time - better quality of applicant information.
- Has built-in “Hire ONLY High Performers” hiring standard.
- Interview-savvy applicants can’t fake.

QUESTIONS?

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MOTIVATION-BASED INTERVIEWING



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