

### Preparing for the interview

- A great employee shouldn't just slot into an organisation. Instead they should be hired on the basis of fulfilling a critical business need.
- While it is important to look at qualifications and experience, it is of equal importance to hire for a result.

### Examples - solving a business need

- The organisation is rebranding, so I require a candidate that can think creatively and come up with new ideas.
- We are focusing on customer experience, so I require a candidate that can show customer centric behaviours.
- I don't need a project manager, I need someone that can hit milestones against agreed timeframes.

Identify the business need and determine what successfully meeting that need looks like.

### Preparing the candidate

Candidates should know exactly what to expect and be informed throughout the lead up to the interview.

They should know:

- When the interview is
- Where it is held
- Who will be conducting it/whom they will be meeting with
- The position description

### You should ensure that candidates have no unexpected surprises

Remember that a new employee's first day isn't the start date on their contract – it is when they first engage with ANC through the hiring process. It should be a compelling experience right from the beginning.

## Research the candidate

Interview best practice always states that the candidate should research the company that they are interviewing for. Conduct research on the candidate on social media and do a Google search. This is also the same for the interviewer research on the candidate.

This prepares you to be able to ask the right questions and create a conversation.

By doing your research, you can treat the interview as a conversation rather than an examination of the candidate.

Treat the interview as a conversation, rather than examination.

Knowing more about the candidate prior to the interview and preparing, allows you to ask questions to move the conversation along.

Sometimes you may come across candidates that:

- Talk too much
- Respond with information that is off track
- Talks too little

It is important to recognise that the candidate may still be a good fit for the job. It is your role to ensure that you know how to overcome these scenarios if they arise.

## Candidates that talk too much

You can say something like “So I can cover off everything we need to today, I’ll have to move on to the next question..”.

## Candidates that respond with things that are off track

Apologise for interrupting the response and re-ask the question. You may need to rephrase the question.

## Candidates that talk too little

Ask exploratory/probing questions:

- “What was the situation?”
- “What process did you go through?”
- “How did you go about doing that?”
- “What was the outcome?”
- “Can you expand on that?”

- “What learnings did you take away from that?”
- How did that impact your:
  - Ability to deliver
  - Results
  - Motivation
  - Time frames
  - Relationship with stakeholders
- “What was the result?”
- “What role did you play in that process?”
- “What/who were your key priorities to address?”

### Bring shy or nervous candidates out of their shells

Sometimes you might find candidates that have potential, but do not interview well.

Poor interviewee performance does not mean that they are unable to perform in the job.

Things you can do to assist:

- Compliment a few of their accomplishments
- Ask about a hobby outside of work
- Find other softer questions you can ask to allow them to get settled and gain confidence

Average interviewers feel it's the candidate's responsibility to be 'on'. Skilled interviewers feel it's their responsibility to get the best from every candidate – even those who at first might seem totally out of their depth.

### You can go off script

You should be able to follow your interview plan and have a reasonable amount of prepared questions.

Listen to the initial answer, pause, and ask how

- Or why
- Or when
- Or who actually did what
- Or what made a success difficult to achieve

- Or what was learned from a failure
- Or what made a job hard or a project difficult
- Or what made a task fun
- Or what the candidate would do differently, and why.

When something sparks your interest, talk about it. Ask questions.

Never take over the conversation

In some cases, the interviewer may end up doing more of the talking than the candidate

Candidates will usually be too polite to interrupt if this happens and you do not learn what you need to about the candidate

Follow the 80:20 rule. The candidate should do 80% of the talking, while the interviewer only does 20%.

### Closing the interview

When evaluating the candidate, avoid looking at things on a face value.

For example, ticking off the following things in your head:

- Experience
- Qualifications
- Skills
- Attitude
- Work ethic
- Cultural fit

An absence of negatives will make you think that they are an exceptional candidate.

Try to look for negatives and be critical with your thinking.

### Explain next steps

Candidates will often feel anxious when they have no idea what, when or if something happens next.

Don't wait for the candidate to ask. Explain the process, what you will do and when. Then do it.

### **Closing the recruitment process**

Candidates pay our company a compliment by wanting to work for us.

Not following up is rude and unprofessional.

As feedback, you may choose to advise the second choice applicant that someone else was chosen because of what skills, experience and capability they may bring to the table.

Remember: When you don't provide closure, candidates won't complain to you, but will complain about you.

\*\* Keep your notes.