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Member Webinar

Interviewing Skills

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DCM Trainer

About Me

Qualifications

- Master Coach with Neuroscience
- Trainer
- Mentor

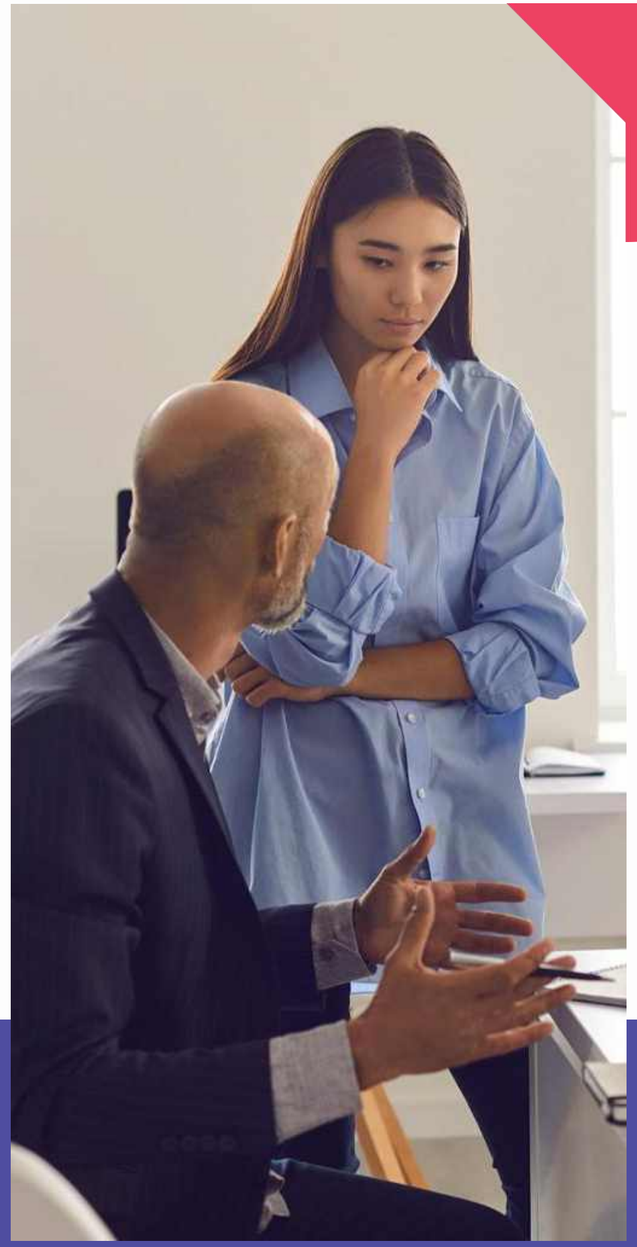
Webinar Session

Outline

- Preparing to Interview
- Question Preparation & Conducting the Interview
- Post-Interview Best Practice

Topic 1

Preparing to Interview



Preparation

The main focus of an interview should be on getting the best person to fill the position required right now. The interview is the initial face-to-face element of this process. But there are quite a few steps in the process before the interview happens.

01 Vacancy Analysis

02 Role Analysis

03 Personal Specification Framework

04 Shortlisting Grid

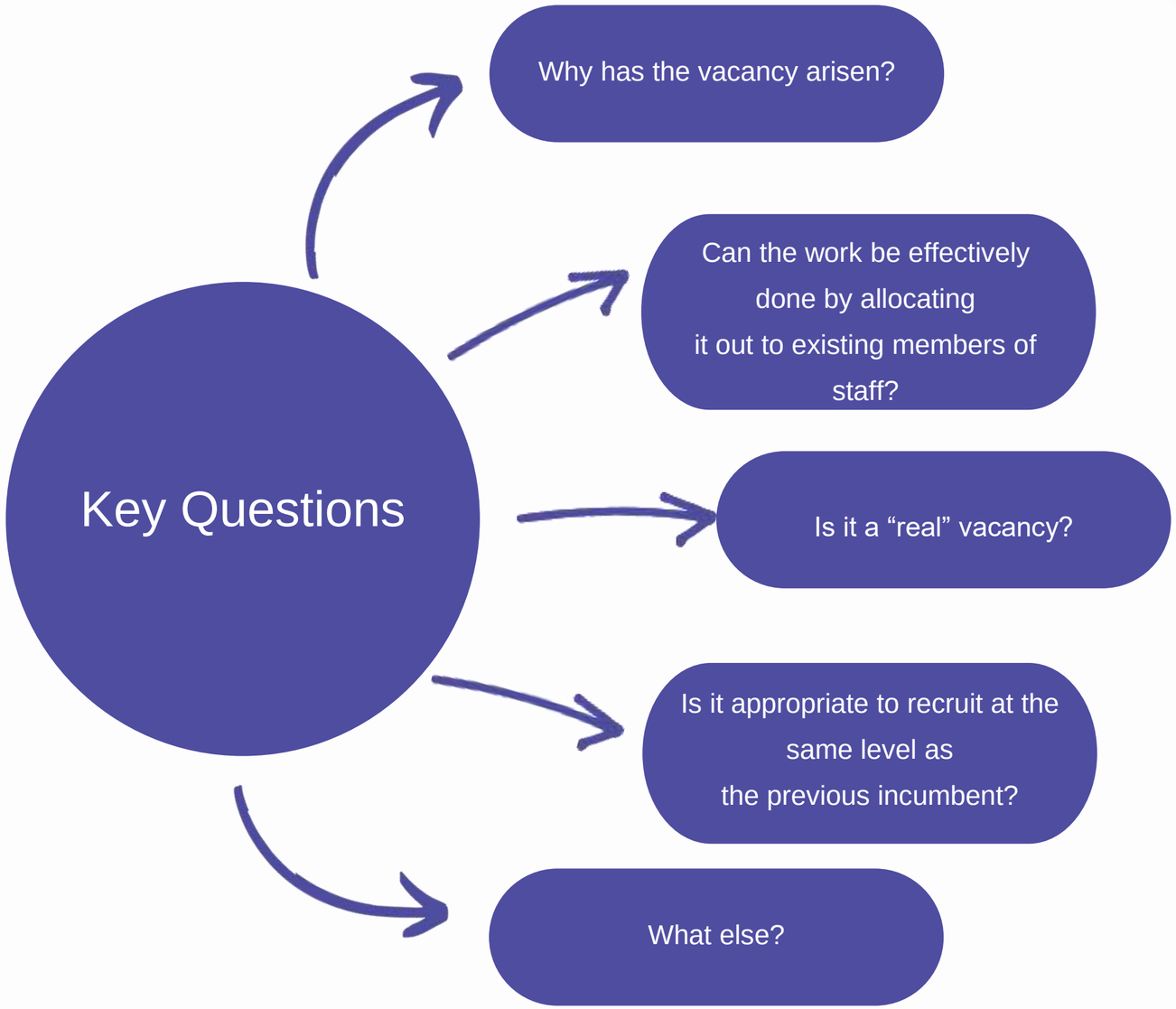
05 Essentials & Desirables

06 Scoring & Weighting

07 Candidate Seek

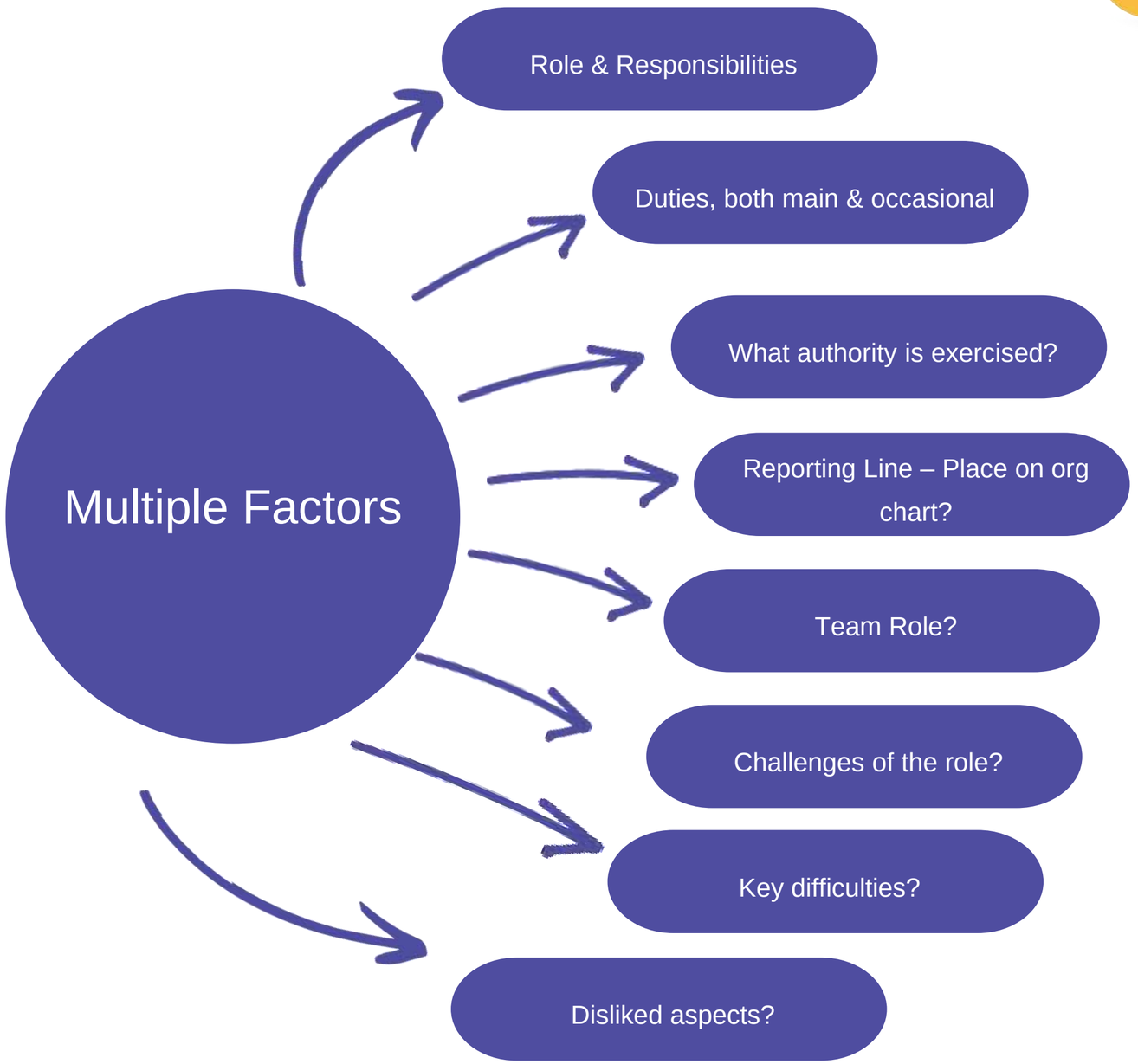
Vacancy Analysis

At the Vacancy Analysis Stage, there are some key questions to be answered:



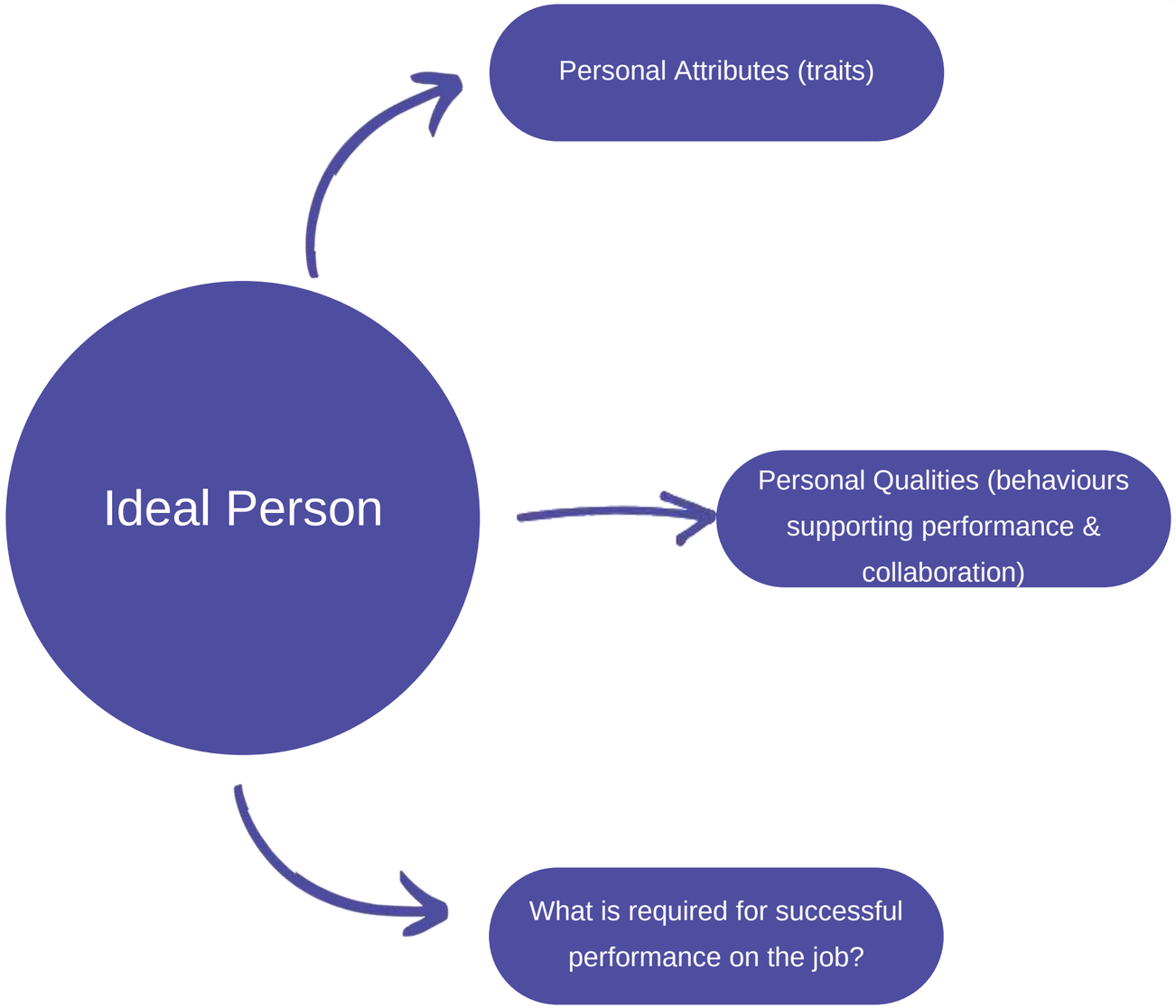
Role Analysis

At the Role Analysis stage there are multiple factors to be taken into consideration



Person Specification Framework 1

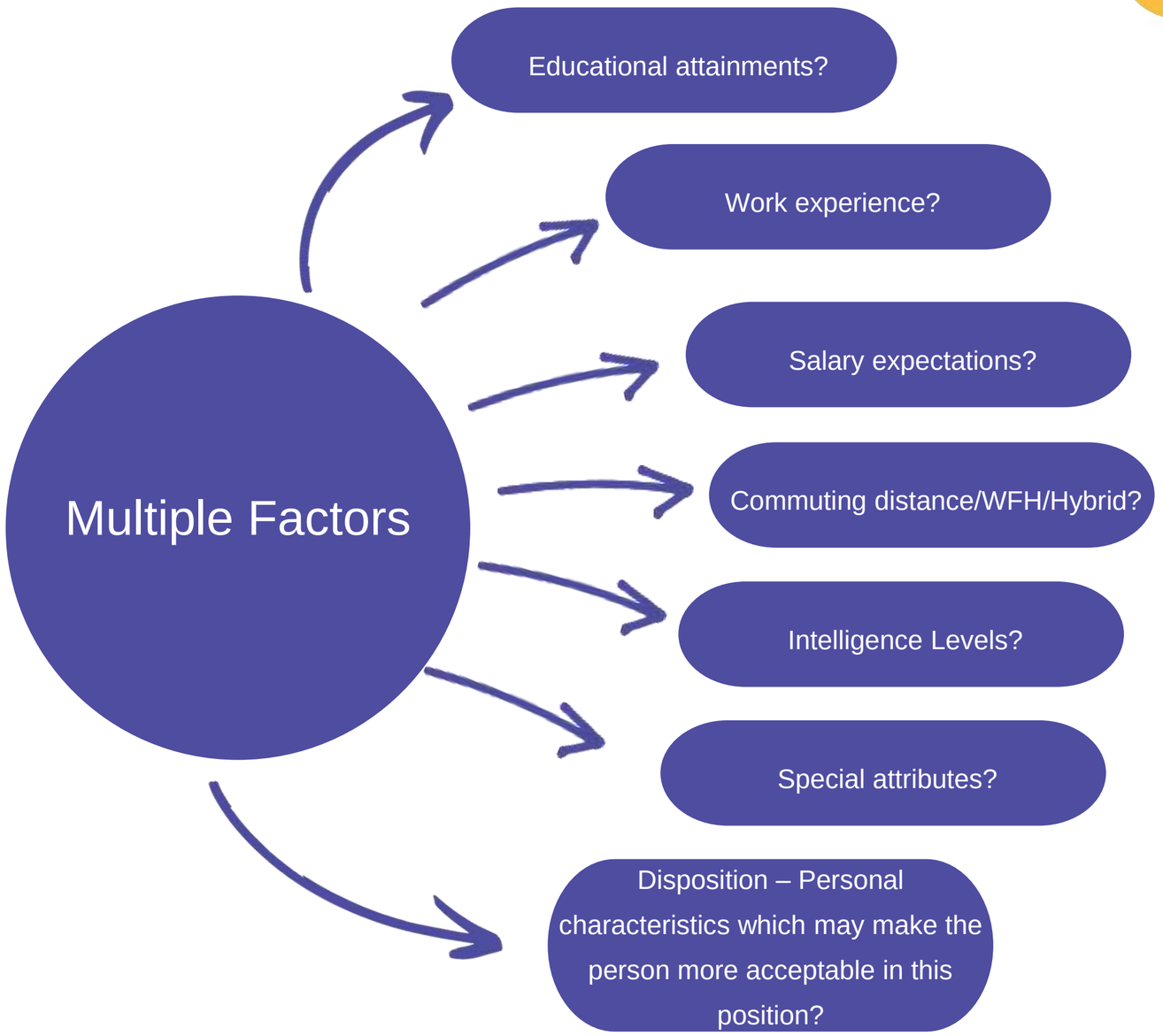
The person specification is an extension of the job specification. It should describe the 'ideal' person to do the job, by detailing:



Person Specification Framework 2

The following questions are suggestions, and therefore do not include more specific characteristics required.

Using the answers to these questions, the interviewer needs to define which characteristics are Essential, Desirable and Contra-Indicators.



Person Specification Framework 3

It is important that there is nothing in this person specification which implicitly or explicitly contravenes the Equality Legislation. So therefore, there must be no mention of a candidates:

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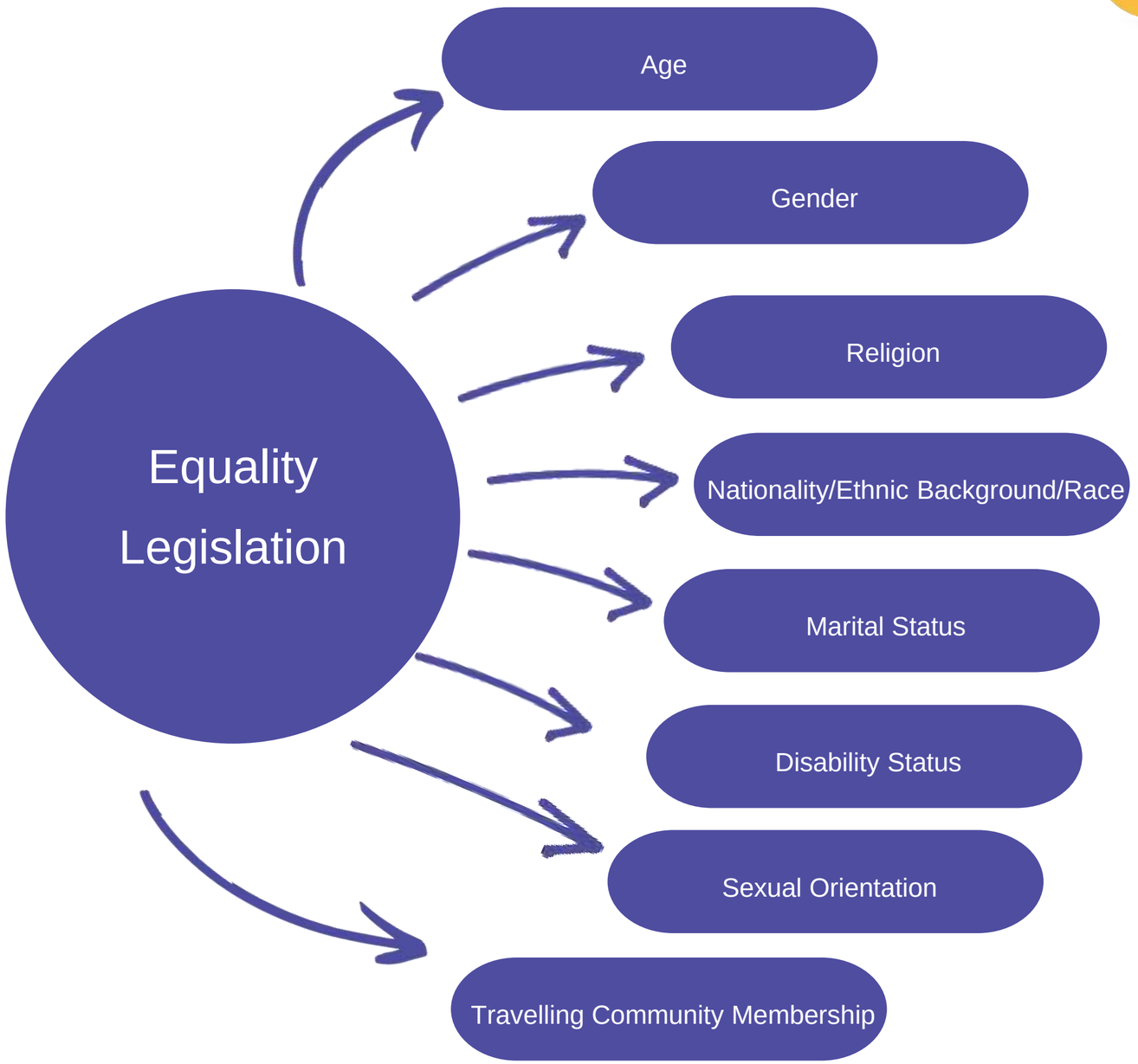
NB. Fluency in written and spoken business English (including any subject specific terminology or technical terms) is a skill.



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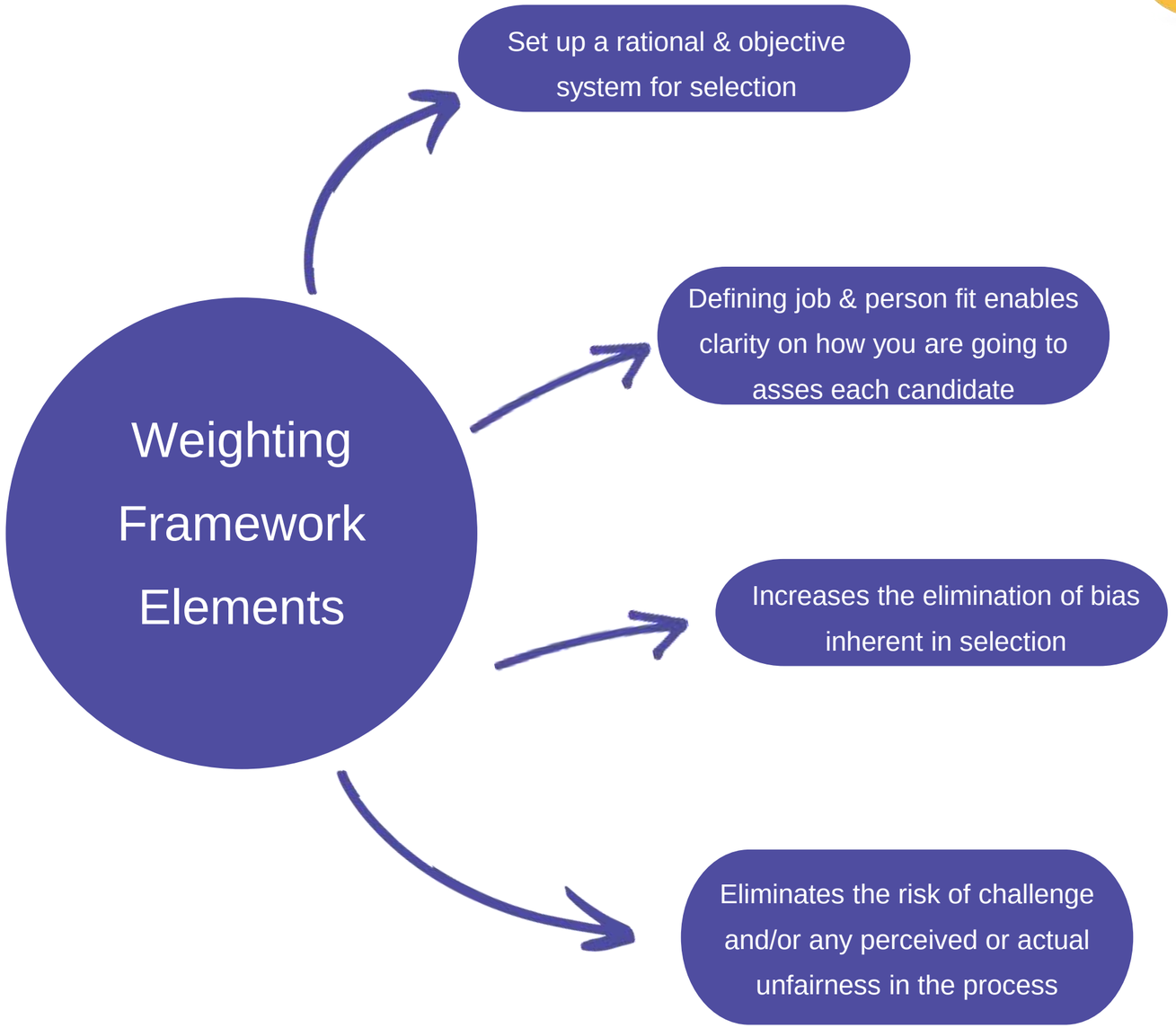
Person Specification Framework 4

Within any person specification framework, there will be some elements which will be considered to carry more weight than others.

It is should be decided in advance of any applications being received, which items will carry the most weight.



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Shortlisting Grid

Shortlisting Grid

After people apply, we are hopefully going to need to whittle down the number of applicants into a manageable number to interview.

It is important to have a fair process for doing that, so it is best to devise that before we seek candidates at all!

Name	Desirable 1	Desirable 2	Desirable 3	Desirable 4
Jennifer	Integrity	Reliability	Work well under pressure	Problem-solver
Magda				
James				
Thady				
Alison				
Eamonn				

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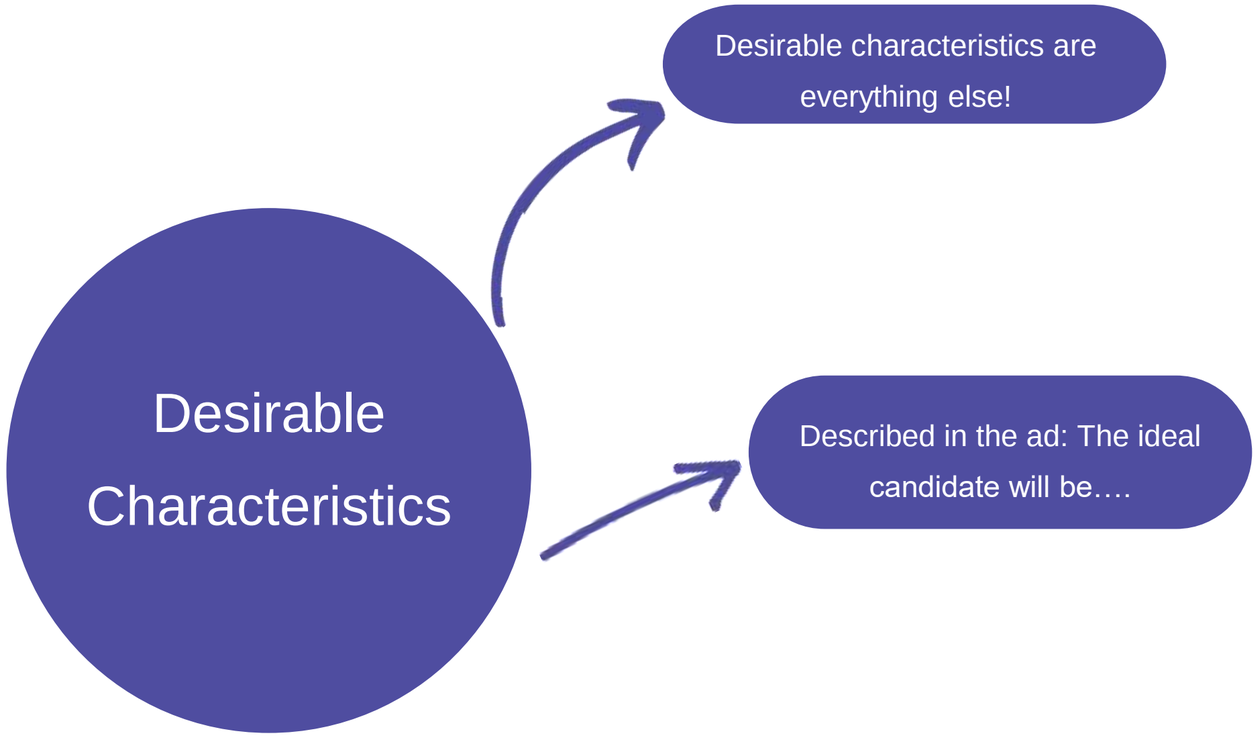
Essentials & Desirables

The Essential characteristics, including qualifications and work experience for a role can be described as the minimum requirements, the “must haves”.



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Scoring & Weighting

With all of that done, we are then in a position to create our Interview Evaluation form.

On this will be noted the weighting for each characteristic.

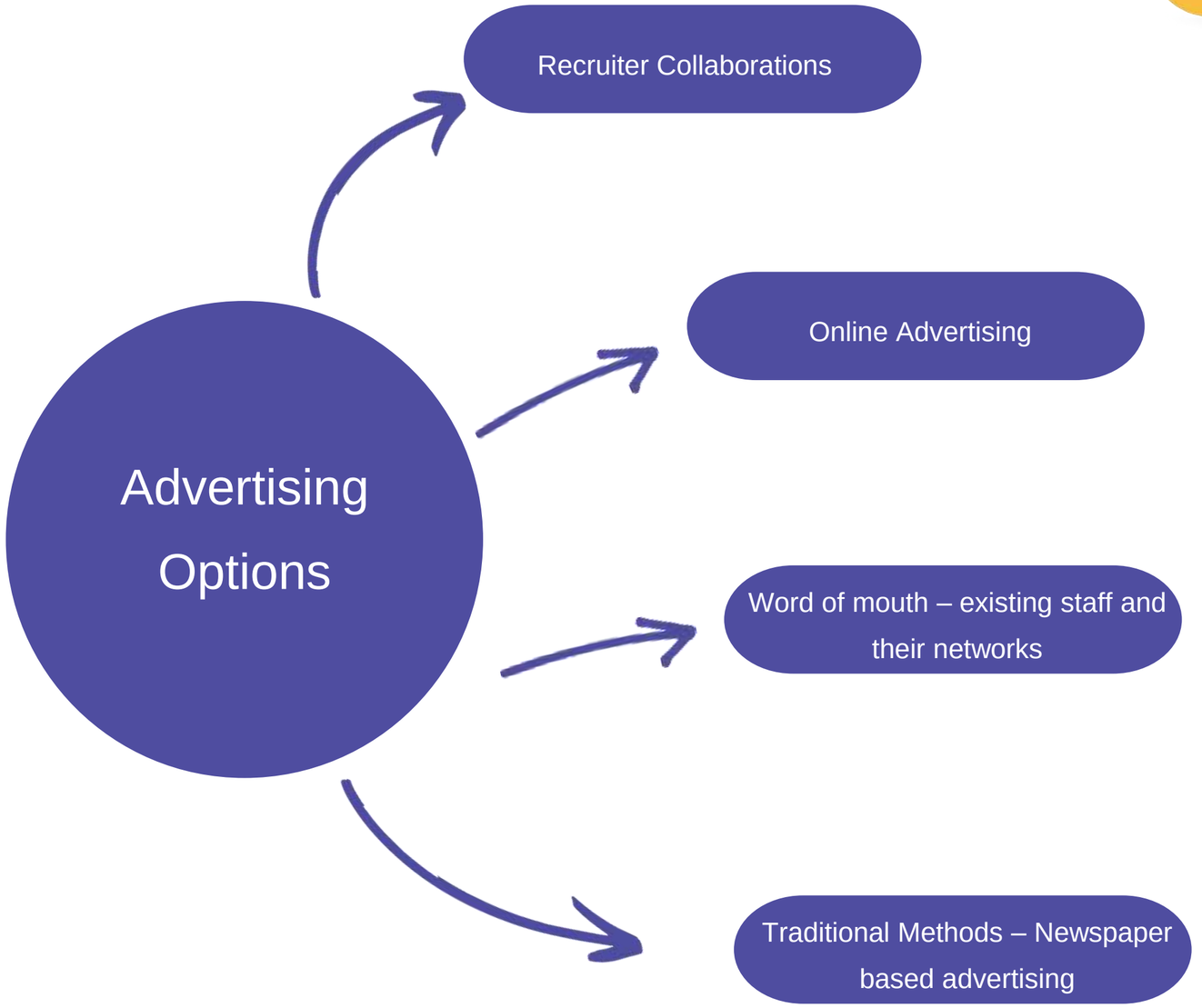
Interview Evaluation Sheet

5 = Excellent 4 = Very Good 3= Good 2= Fair 1 = Poor 0 = Very Poor

Category	Comment	Score
Leadership		
Planning & Organisation		
Initiative		
Communication		
Emotional Intelligence		
Decision Making		
Problem Solving		
Conflict Competencies		
Team Work		
Performance Under Pressure		

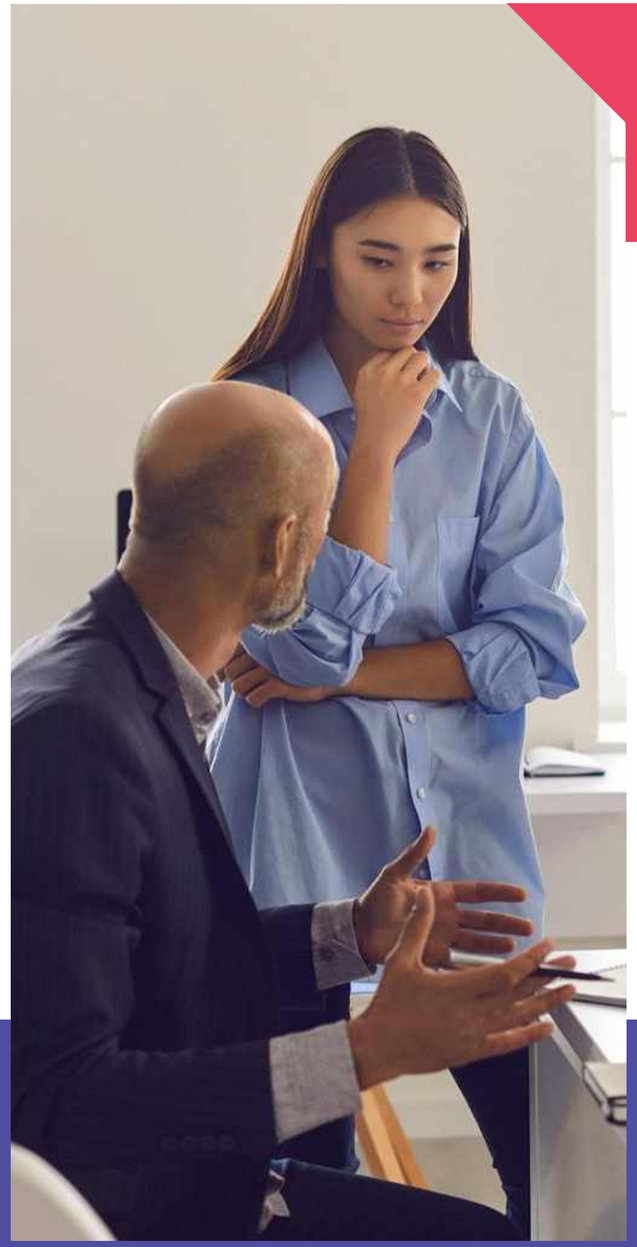
Candidate Seek

Once all of the background preparation work is done, the next step is to seek candidates:



Topic 2

Question Preparation & Conducting the Interview



Interview Question Types

01 **Competency & Behavioral Indicator Questions**

- Based on past behavior – is a better indicator of future behavior than speculation about a scenario

02 **Scenario Based Questions**

- Should be approached with caution
- Only used where a person has little or no experience

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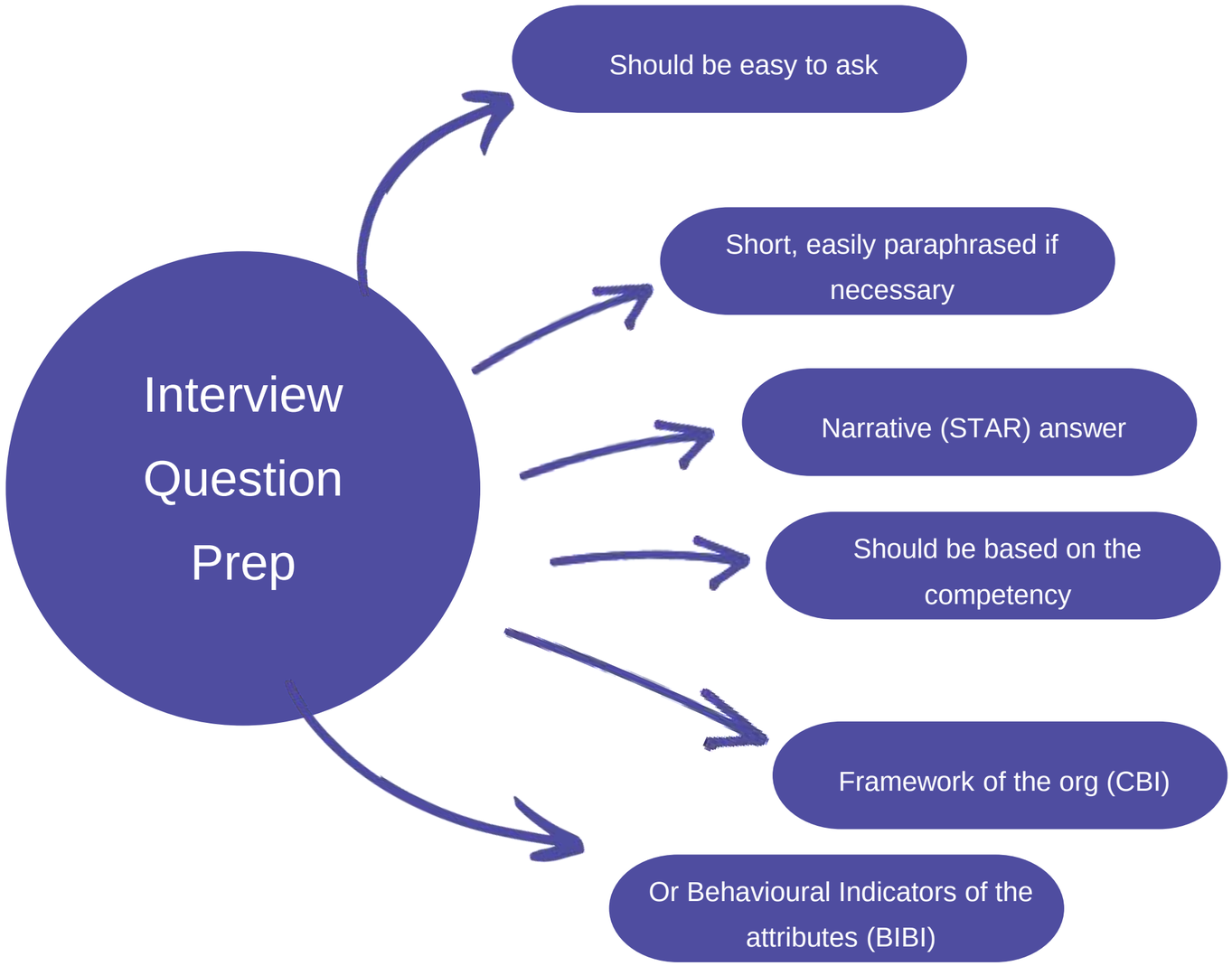
Question Preparation

Recommendations and guidelines:

You will need at least one question, usually two, per heading on your Interview Evaluation Sheet.



Communications

01 Definition

- Ensures that issues, activities and their outcomes are communicated to and understood by all
- Understands and meets the information needs of different audiences. Listens and responds appropriately in formal and informal settings
- Shares relevant information with key stakeholders at an early stage

02 Behavioral Indicators

- Understands the issues, activities and outcomes to be communicated
- Conveys written and verbal information clearly and concisely, using different org communication channels (e.g. meetings, presentations, email, intranet, newsletters, notice boards)
- Understands the communication needs of different audiences and tailors language and method of presentation to meet those needs

Communications

01 Definition

- Ensures that issues, activities and their outcomes are communicated to and understood by all
- Understands and meets the information needs of different audiences. Listens and responds appropriately in formal and informal settings
- Shares relevant information with key stakeholders at an early stage

02 Behavioral Indicators

- Circulates relevant information to stakeholders in a timely manner
- Invites and encourages people to contribute their views
- Responds in a sensitive manner to verbal and non-verbal communication
- Develops shared understanding through active listening and dialogue
- Checks to ensure information conveyed is fully understood

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Building & Maintaining Healthy Relationships

01 Definition

- Develops and maintains good working relationships across all levels of the organisation. Uses formal and informal networking to build trust between stake-holders. Manages the different perceptions of individuals and groups constructively. Facilitates deliberation and consensus

- Ensures everyone involved in the change process feels valued

02 Behavioral Indicators

- Builds and maintains trust by being consistent in word and action
- Listens to and empathises with other peoples' needs and concerns
- Does not personalise issues
- Shares knowledge and experience with others
- Builds and maintains formal and informal channels of communication with others
- Organises events to facilitate relationship - building between individuals and groups
- Networks within the community outside the organisation
- Contributes to the resolution of conflict between groups and individuals
- Gives appropriate positive and constructive feedback in a sensitive manner

Leadership Competency

01 Definition

- Acts in the best interest of the organisation, and its people, at all times.
- Acts as a role model for an inclusive approach to delivering change. Motivates and encourages others to take ownership of the change process.
- Develops and drives a shared vision of the organisation's future.

02 Behavioral Indicators

- Demonstrates and inspires commitment to creating a partnership culture
- Leaves role-based concerns aside when engaged in key activities
- Builds credibility by being trustworthy and reliable
- Admits past mistakes and learns from them
- Shares personal vision of change with others
- Encourages others to come forward with ideas for change and implement change
- Motivates others to develop a shared vision of the organisation's future
- Drives shared vision by reinforcing its values at every opportunity
- Relates the need for change to the overall vision of the organisation
- Motivates others to innovate and implement change

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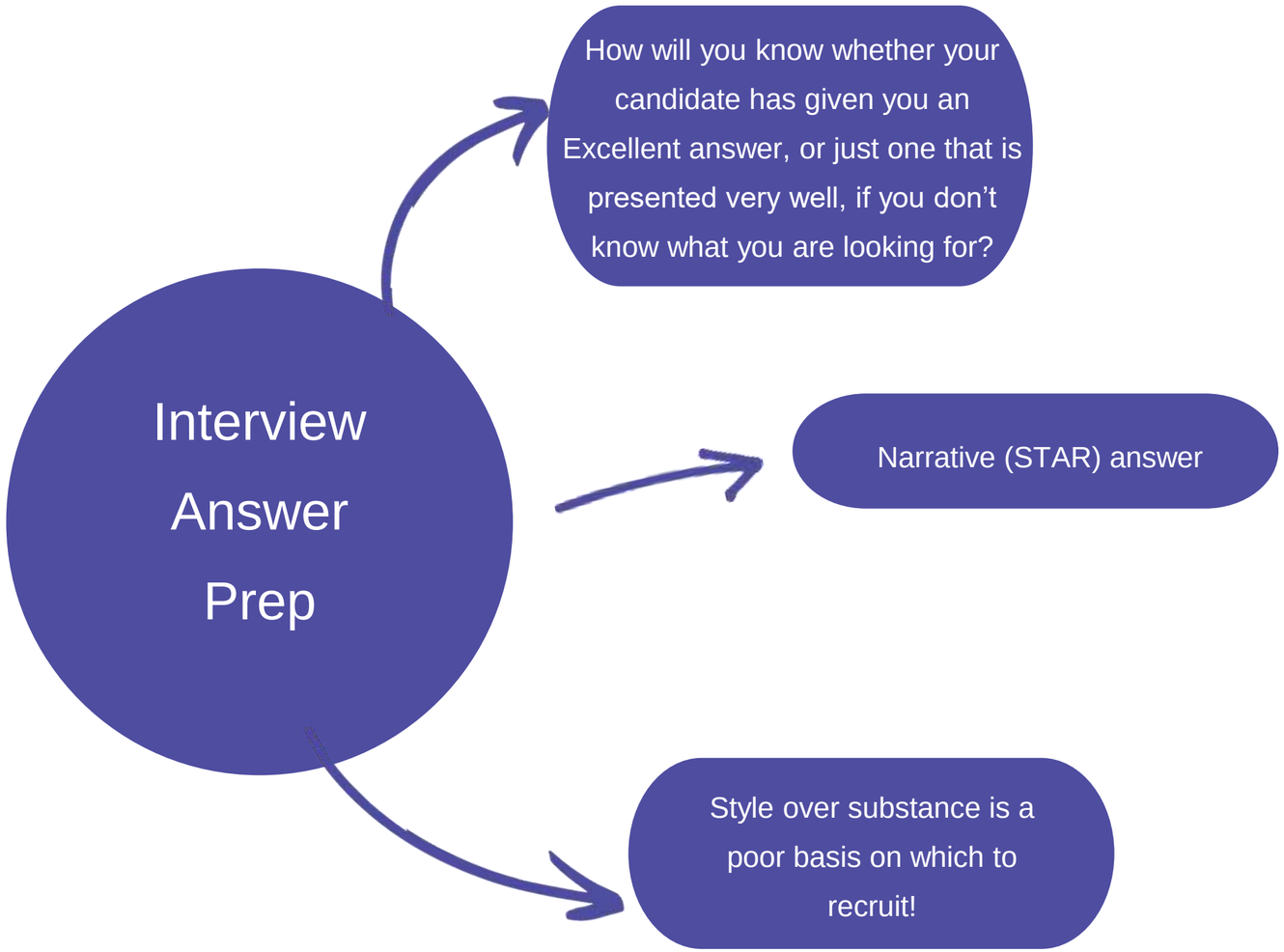
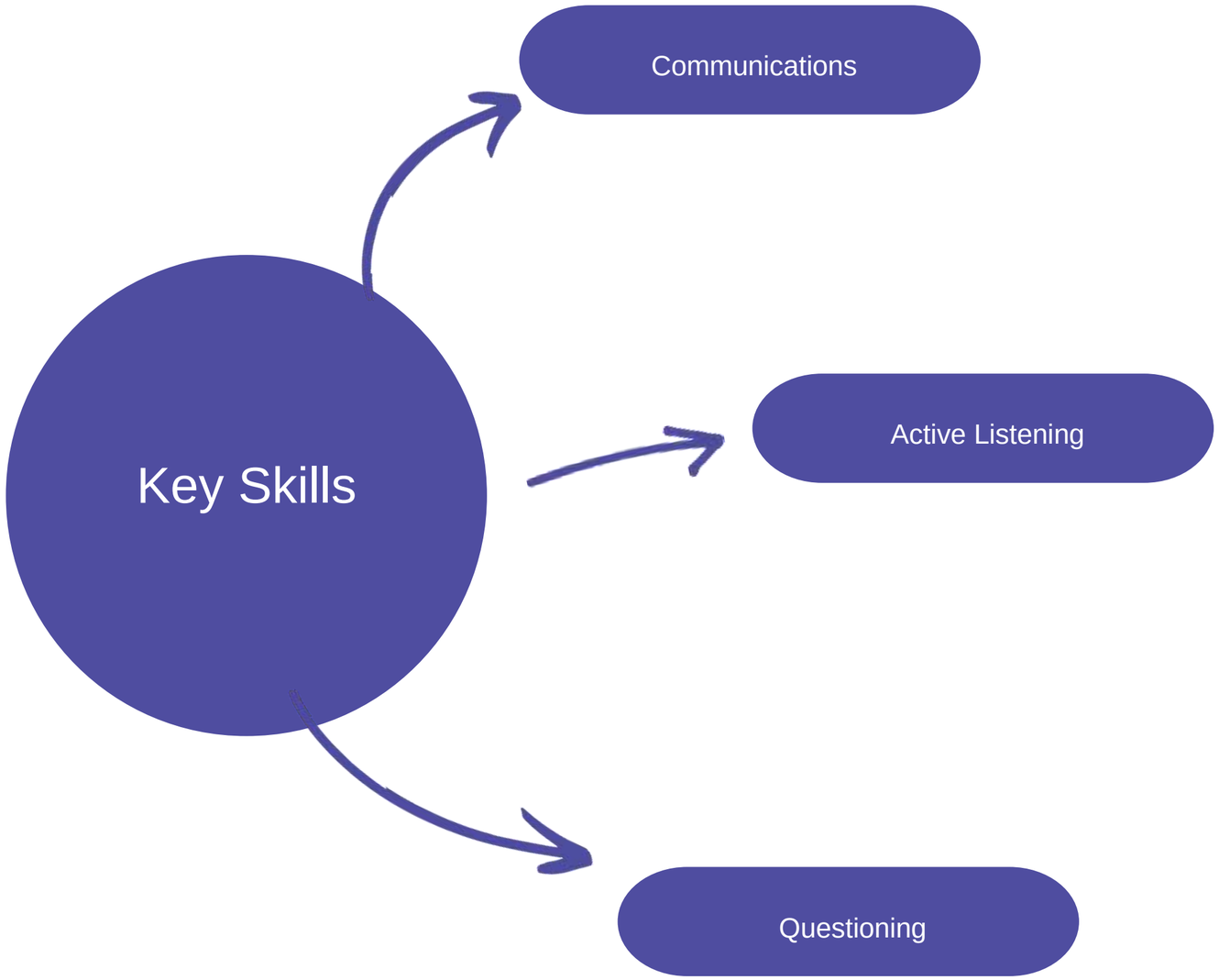
Prepare the Answers

The biggest mistake Interviewers make is to not prepare answers to their questions!



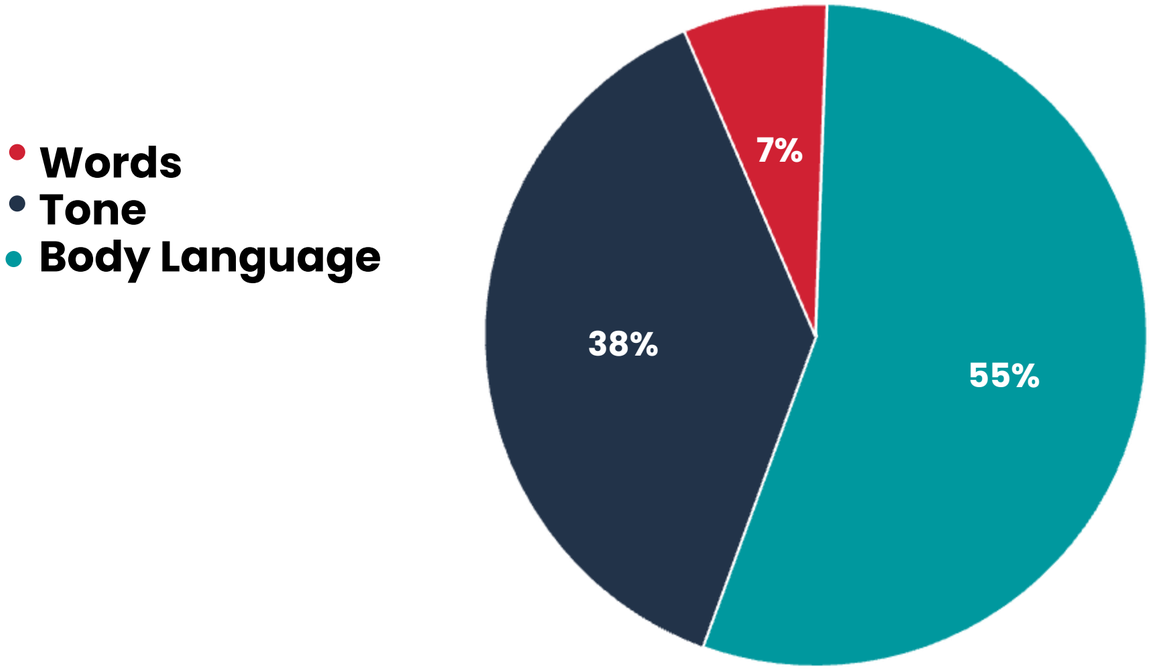
Skills Required to Interview Well

The good news is that they can be learned and developed!



Communication

According to Albert Mehrabian, three elements account for our perception of a person.



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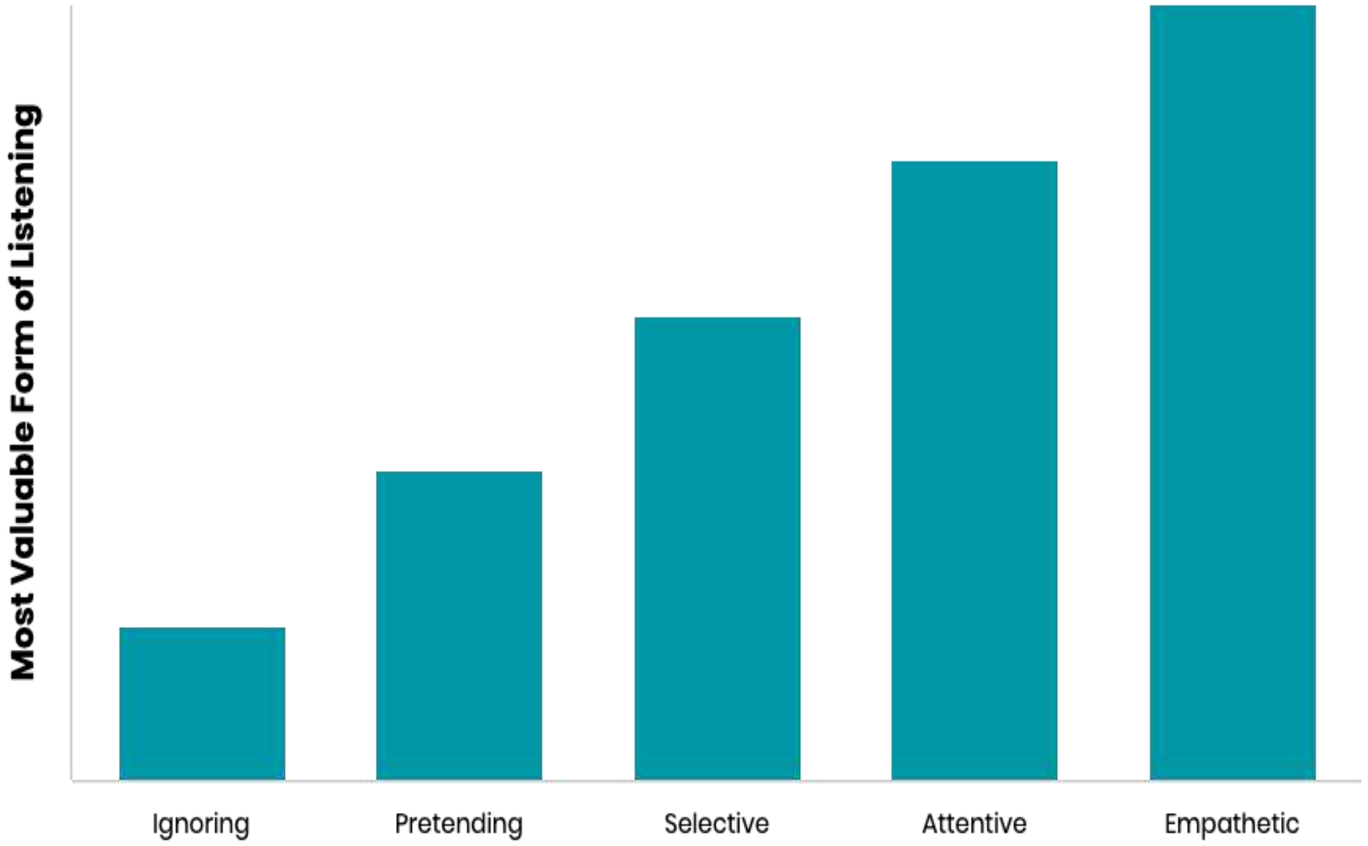
STEPHEN COVEY'S LEVELS OF LISTENING

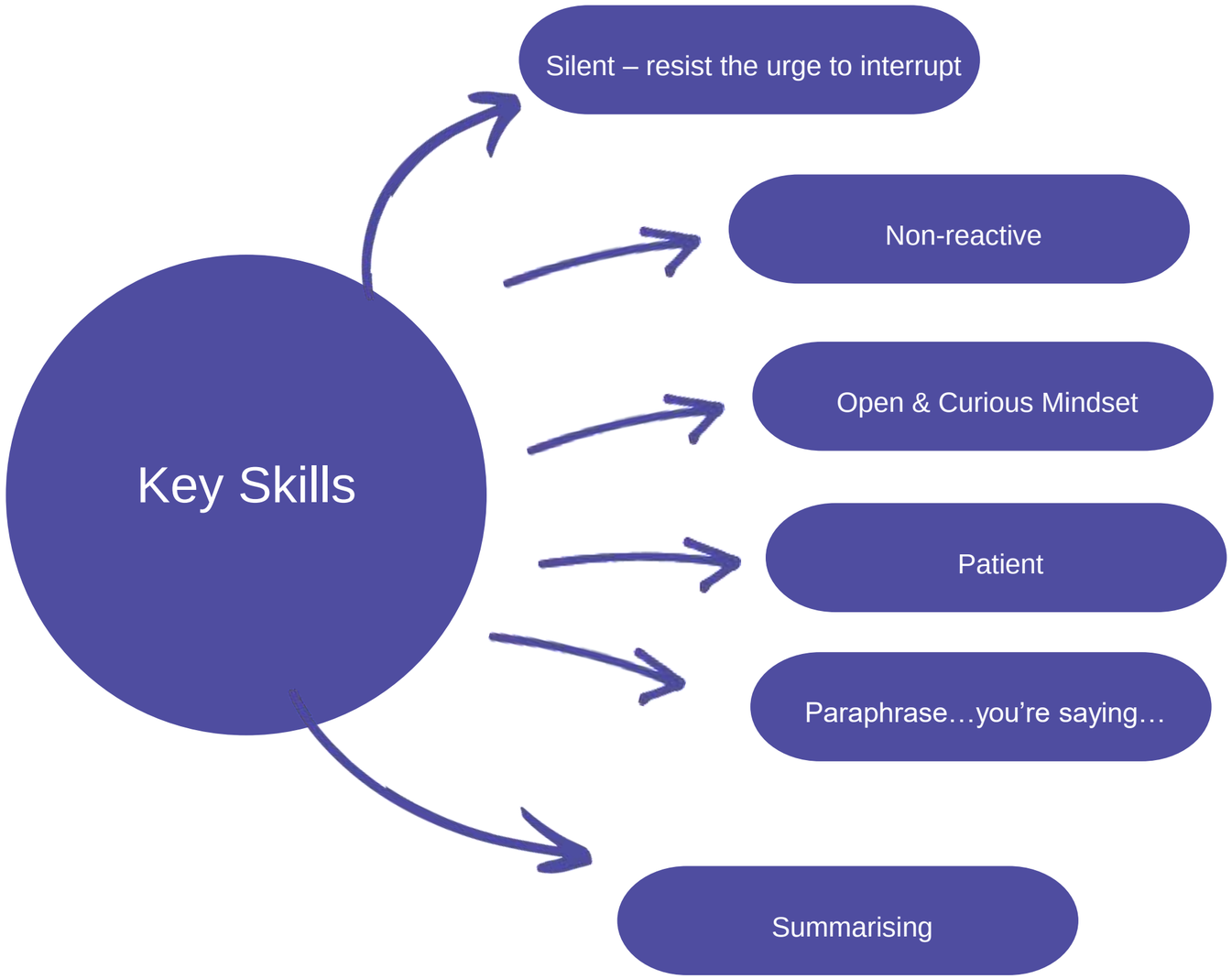
5 Levels of Listening

Each level represents the degree to which someone is listening to another person during a conversation.



Demonstrate Active Listening

The good news is that they can be learned and developed!



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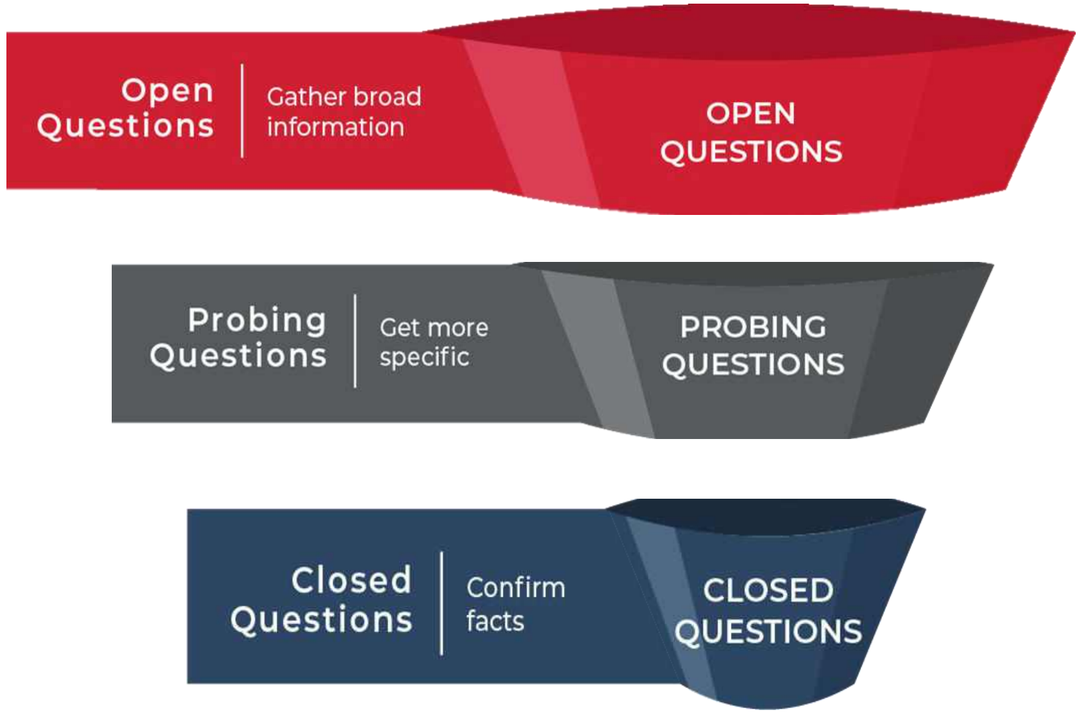
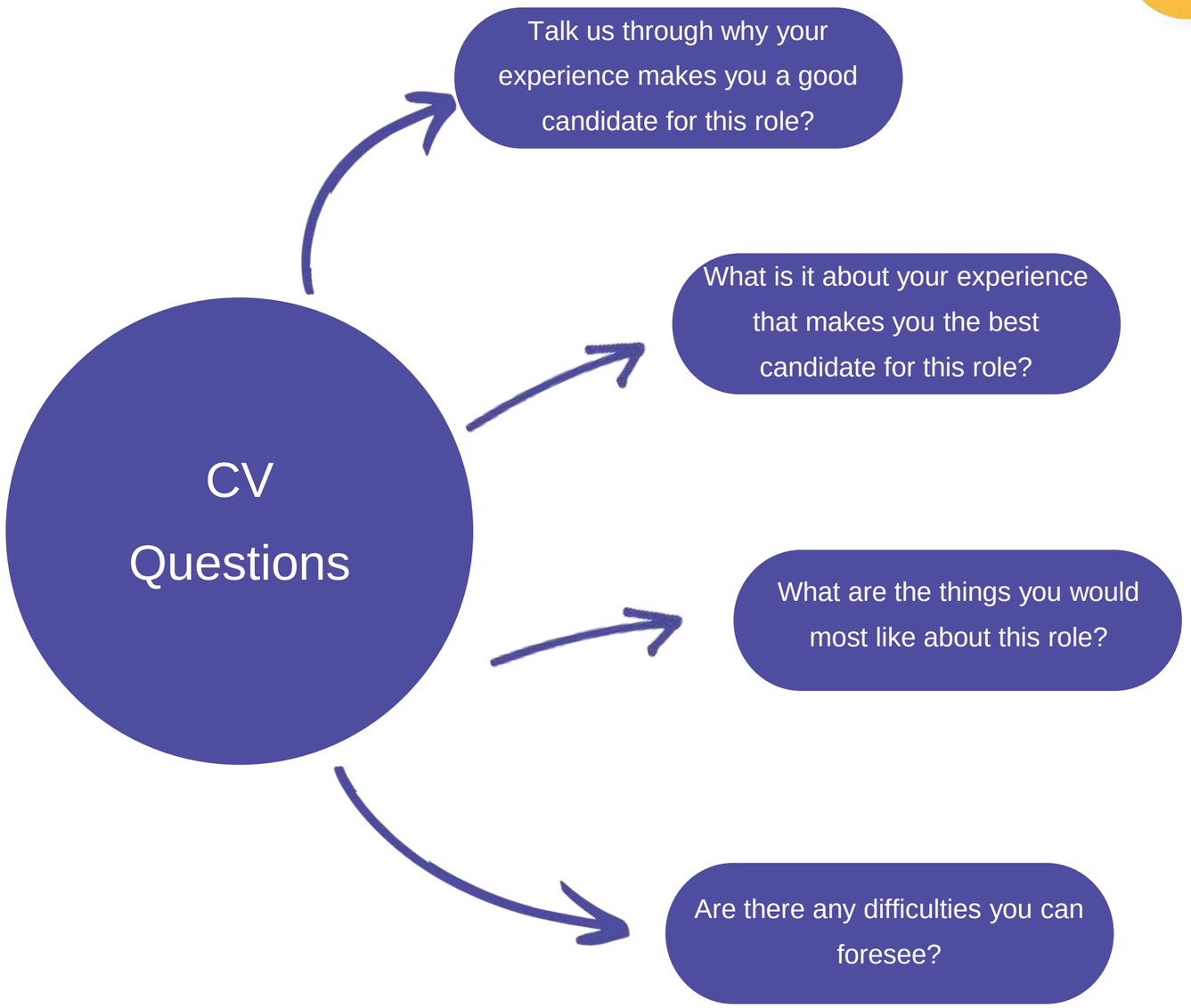
Questioning

Good questioning skills!



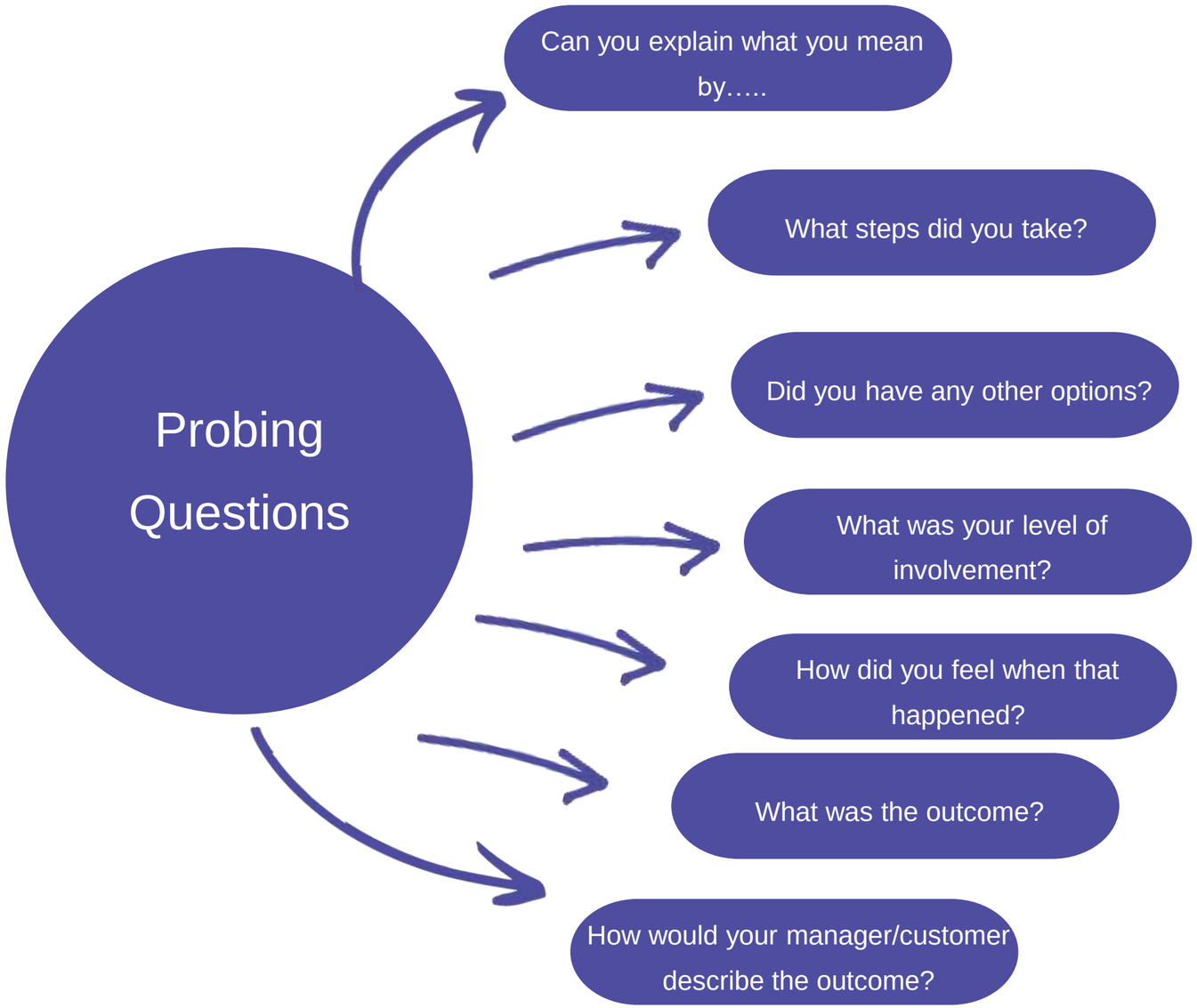
CV Based Questions

Good questioning skills!



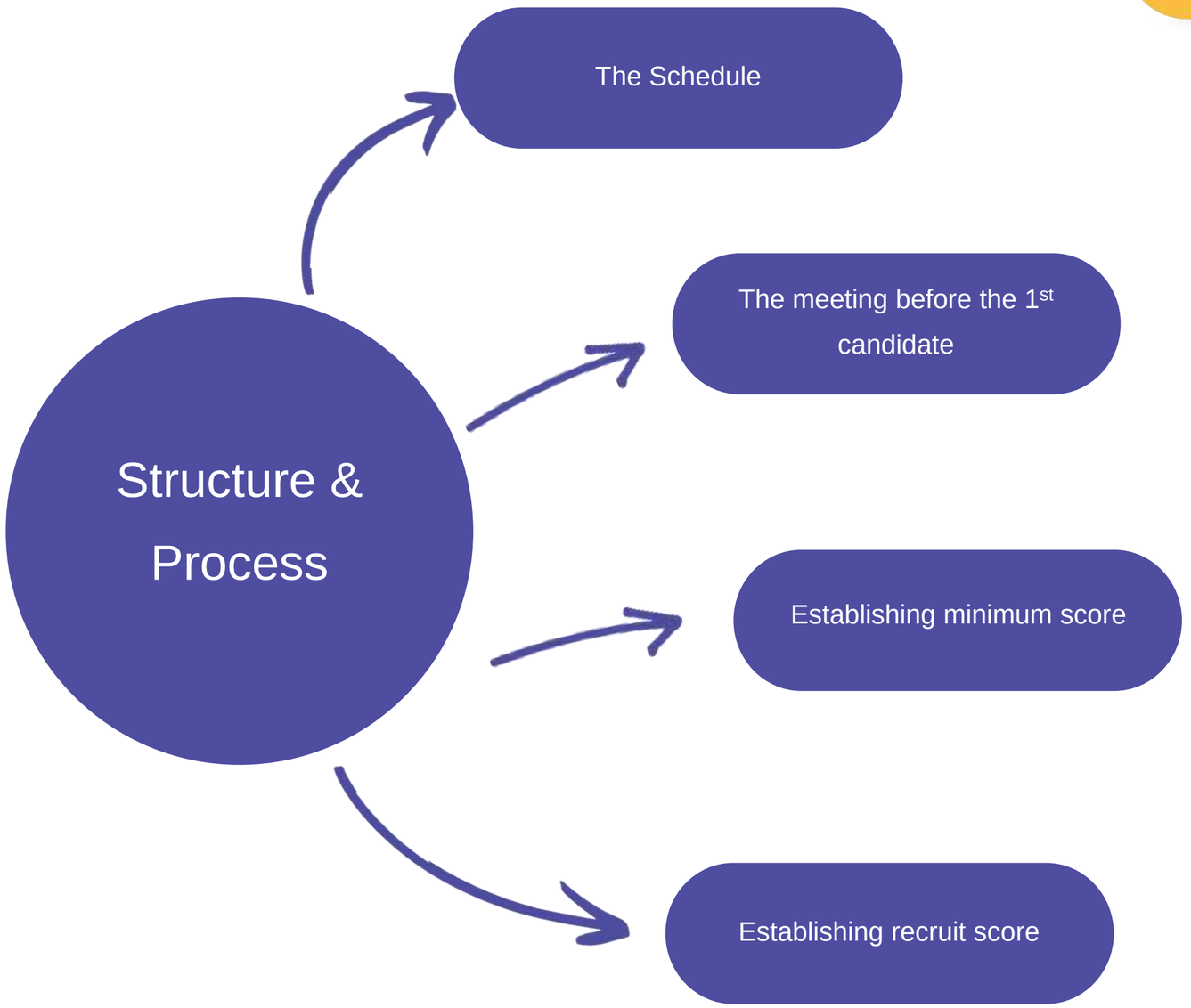
Probing Questions

Good questioning skills!



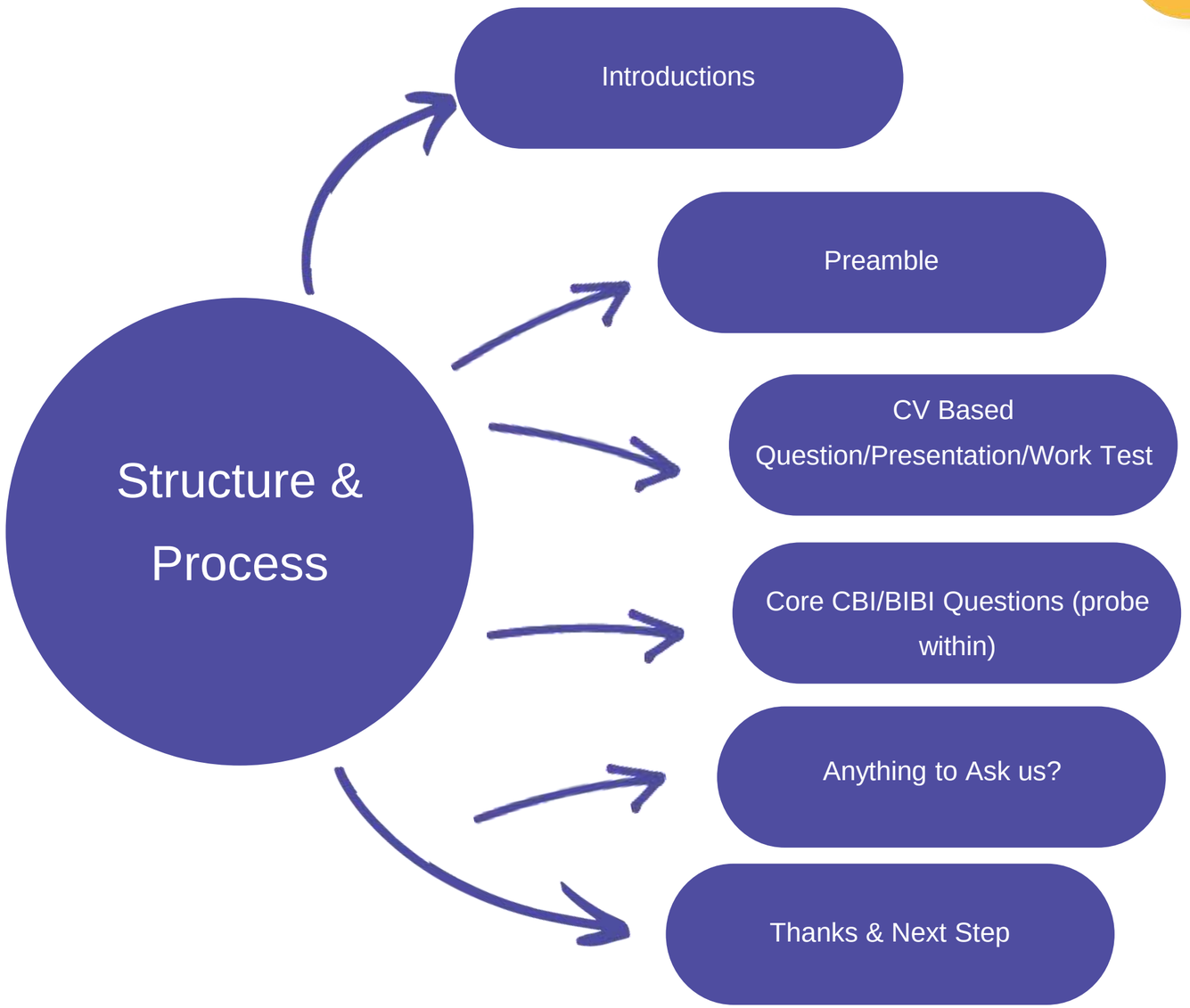
About the Day

Check-list



Interview Format

Check-list



Topic 3

Post Interview Best Practice

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After The Interview

01 Each person should score each box within the Interview Evaluation Sheet

02 Then come together to arrive at a consensus score sheet for the candidate

03 Summarise and close out, ahead of preparing for the next candidate. Allow ample time between candidates.

After All The Interviews

01 Check the minimum scores and recruit scores against each candidate

02 Establish the short list of those who have achieved both

03 Decide on a candidate to make an offer to, and a reserve candidate if appropriate

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Evaluate The Process

01

Initial review – after a candidate has been chosen, get and give feedback amongst your fellow interviewers.

02

Tip: 1) What worked well; 2) What needs improving, 3) How will we implement that?

03

About six months after the new person has been in the job evaluate the process.
If appropriate, ask the person what they thought of your process.

QUESTIONS & ANSWERS?

Ask Away.

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