

Strategic Interviewing

How to Select, Develop, and Retain Talented Employees

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Chapter 1: The Case for a Strategic Interviewing Approach

You know the value of good employees. They make a difference through their job performance. They stand out from others in comparable jobs and produce the desired results. If you are like most employers, your selection process for new employees relies on the employment interview. This book explains how to make the best use of interviewing not only to select and retain employees who possess the right combination of skills, knowledge, attitudes, and values to contribute to your organization's success but also to reap additional organizational and departmental benefits.

The book describes what we call the Strategic Interviewing Approach. Across all organizational levels, this approach applies to jobs with performance standards that allow differentiation between effective and ineffective employees. The approach is not aimed at selecting employees for low-skill jobs, about whom an interview process may add little information by which to differentiate among applicants. Rather, it is aimed at hiring employees for positions in which performance makes a substantial difference and in which a good employee stands out. The interviewing techniques in this book will help you identify candidates who can meet and exceed performance standards. The techniques will also improve your ability to manage performance once people are hired.

Almost certainly in your company, it is your hiring managers who must make the final selection decision about new employees to hire for their departments. These managers need a strategy for removing subjectivity from their decisions so that they can objectively select more qualified candidates. The Strategic Interviewing Approach will help managers hire candidates with better qualifications and manage their performance better. In turn, the newly hired employees will be more likely to stay in the organization. In addition, human resource professionals and recruiters who use interviewing to identify candidates for hiring managers will find that the Strategic Interviewing Approach saves them time, money, and effort by providing a system for targeting qualified candidates.

This first chapter will explain why talented employees are so rare and why typical interviewing often fails to identify candidates who match the job requirements. The chapter will also introduce the Strategic Interviewing Approach.

The Current Crisis in Hiring

With a rapidly expanding economy and unemployment at its lowest levels in thirty years, employers today face a major challenge finding and retaining employees who will be effective within their organizations. In a speech to bankers in 1999, Federal Reserve Chairman Alan Greenspan acknowledged that the U.S. economy is "steadily depleting the pool of available workers."¹ Employers of all kinds are finding it harder and harder to keep an adequate number of employees, let alone talented ones. Fast food restaurants and retail stores are continually looking for entry-level employees. Companies that hire highly trained researchers and technicians face fierce competition for talented people. Executive and management recruiters do a booming business shifting the limited pool of

qualified talent from one organization to another. Internal recruiters complain that they are overwhelmed with positions to fill for managers who appear to believe that there are numerous candidates from whom to select. Organizations discover that unless they can hire and retain effective employees, they are at a competitive disadvantage.

The U.S. Department of Labor estimates that it costs one-third of a new hire's annual salary to replace an employee. The tangible costs of turnover are the costs of recruiting, selection, and training. The intangible costs are lower productivity, increased workloads on remaining employees, lower morale, and adverse publicity. With national unemployment rates just over 4 percent, organizations with high turnover because of poor hiring decisions find they cannot compete effectively for skilled employees. For many industries including fast food, retail, convenience stores, trucking, and health care, annual turnover rates are more than 75 percent.

Why Good Candidates Are Rarer Than Ever

The changing blend of skills needed in the workplace contributes to the challenge of finding and keeping good employees. Increasing technology requirements for most jobs are barriers for new high school graduates who have not developed strong technical skills. They are also barriers for employees who have spent many years in low-tech jobs—their skills have simply not kept up with the needs of the workplace. A continued lack of qualified technical and professional workers is predicted for the twenty-first century.

In the past, many organizations and employees had a "womb-to-tomb" mentality. Employees hired in their youth expected the organization to demonstrate its loyalty by guaranteeing them a comfortable retirement after a long and successful career. Today, this mentality is rare. Organizations show less and less loyalty to employees, downsizing and restructuring to cut labor costs. Employees show less and less loyalty to their employers, moving more often from job to job. Even when you manage to hire good employees, you have no guarantee that they will stay.

New and Greater Demands on Selection Interviewing

Despite barriers to staffing an organization effectively, qualified candidates are available. The challenge for employers is to identify, hire, and retain them. These complicated tasks require the hiring organization to perform a wide range of actions, such as finding sources of good candidates, offering the right types of incentives, and providing an attractive work environment. Flexibility is key. No one set of methods is right for all situations, and what seems to be the best way today may not be the best way tomorrow. In addition, an effective source for one type of job may not be a good source for another. For example, Web-based job ads may be necessary to help an employer locate technically trained applicants, while traditional advertisements in newspapers typically generate candidates for low-skill jobs.

One common characteristic of highly skilled applicants is their desire to find a job that encourages them to demonstrate their capabilities and be successful. An organization can entice highly qualified candidates by the ways in which it defines success and measures it. Think about yourself. Would you want to join an organization (regardless of the rewards or work environment) if you couldn't use your skills and had no chance to succeed?

In essence, effective recruiting and retention send a message to applicants that your organization knows what kind of employees it wants and how to recruit, hire, and retain them. Additionally, organizations that clearly define what they want from applicants and

know how to measure it accurately should have a better pool of interested applicants.

Why Interviewing Often Fails

It's useful to look at some of the reasons why selection interviewing often fails to meet the needs of an organization and the people being interviewed.

Illusions of Easiness

Interviewing is a hard task that many people think is easy. Why do people sometimes think that they are better interviewers than they really are? Perhaps one of the biggest reasons is that people don't really understand the purpose of an interview. Over the years in consulting with organizations, we have talked to many people who conduct interviews for a living. When we asked these human resource professionals how they got into their profession, they often say something like, "My boss told me that I was good at talking to people, and an interview is just a conversation." In truth, an interview is much more than a conversation, and good conversationalists aren't necessarily good interviewers.

Some managers admit that they like to play the role of psychologist. Without any of the required training and experience, they believe they can read behind interviewees' responses and know what they are really saying. By examining body language, particularly eye contact and tone of voice, managers believe they can tell who is telling the truth and who is telling a lie. Research evidence suggests, however, that this kind of judgment is more difficult than many managers think. For example, even when told that candidates may be lying, managers do not improve their ability to detect deception.²

Likewise, by playing psychologist, managers believe they can assess whether the applicant's personality will fit the organization's culture. Although research indicates that managers can identify differences in personality between applicants,³ they appear to be unable to match the optimal personality type that will produce desired organizational outcomes.⁴ In other words, managers may notice personality differences in candidates, but they typically don't know how to match the right personality for a particular job.

Another reason people think interviewing is easy is that they do not distinguish between forming personal judgments and actually assessing a candidate's competencies. Think about your own experiences. When you meet new people, do you form an opinion of them relatively quickly? If so, you are like most interviewers. The fallacy in this thinking is that forming an initial impression, as people do every day in a variety of circumstances, is not the same as predicting performance on the job.

People form impressions of each other, typically from what they observe about other people's speech, dress, or mannerisms. Their impressions are not necessarily right or wrong—they are simply impressions. The purpose of an interview, however, is to gather objective information that goes beyond first impressions. An interview is a test of the interviewer's ability to predict the candidate's performance on the job. The interviewer passes the test by hiring someone who does an excellent job, and fails the test by hiring a poor performer.

To understand the difference between forming impressions and interviewing, think of a good friend of yours whom you have seen in various situations and talked to on a variety of subjects, and who has even shared secrets with you. Has that friend ever done something that you never would have predicted? If so, perhaps you can see why interviewing is so difficult. If you can't always predict a close friend's behavior, how can

you talk to someone new for perhaps half an hour and be able to predict their performance in a complex, perhaps stressful job?

Many hiring managers think that they are good interviewers because they equate interviewing with the ability to judge character. People in general tend to believe that they have naturally selected good friends, significant others, or spouses. Yet the standard they use for these selections—do I like this person?—does not apply to selecting employees. Interviewers should be selecting employees based on ability to do the job in question, not on personal preferences.

Most people who play golf on weekends recognize that they are not Tiger Woods. Most people who grill hot dogs occasionally recognize that they are not Julia Child. The duffer versus the pro golfer, the barbecue cook versus the gourmet chef: each member of each pair goes through the same steps, but has vastly different standards and desires vastly different outcomes. Likewise, an interviewer selecting an employee should have completely different standards and a completely different outcome in mind than when selecting a friend.

Shortcomings of Typical Selection Interviews

A typical interviewing process involves several people interviewing a candidate in separate, back-to-back interviews. Test your knowledge about employment interviewing by marking the statements in Assessment 1.1 as facts or fallacies.

Assessment 1.1. Interviewing Facts and Fallacies

1. The typical employment interview process provides a consistent (reliable) assessment of a candidate's ability to do the job.

Fact Fallacy

2. During the typical interview, the interviewer tends to do the majority of the talking.

Fact Fallacy

3. During the typical interview, the interviewer tends to weigh negative information more heavily than positive information.

Fact Fallacy

4. During the typical interview, the interviewer's decision is made relatively early in the interview.

Fact Fallacy

5. The typical employment interview process provides an accurate (valid) prediction of a candidate's ability to do the job.

Fact Fallacy

Statement 1 is a fallacy. Interviewers who conduct one-on-one, back-to-back interviews

will typically disagree in their assessments of the candidate. They often use different questions to gather information and different standards to assess the candidate, and so make different judgments. Reliable assessments are impossible with such inconsistency. Yet in a recent survey, most interviewers disagreed with the proposition that interviewers should ask the same questions across all applicants and should stick to specific job qualifications.⁵

Statements 2, 3, and 4 are facts. The typical interviewer does most of the talking.⁶ Because interviewers often confuse an interview with a conversation, the interviewer will spend most of the time talking about the job rather than assessing the candidate's fit for the job. The typical interviewer also tends to weigh negative information more heavily than positive information. Many interviewers search for a reason to reject the candidate.⁷ They often make the hiring decision early in the interview process and look for evidence to support their decision.⁸

Statements 2, 3, and 4 represent three common interviewing errors. Recognizing these and similar problems is a good place to start improving the process.

Statement 5 is a fallacy. But why would intelligent businesspeople use a technique that does not produce good results? The most likely reason is that interviews are easy to conduct. Because nearly anyone can ask questions and make a judgment, managers believe they are using an effective selection technique. Evidence exists that interviews have the potential to be effective.⁹ However, Robert Guion, one of the most respected researchers in the field of employee selection, commenting on developments in interviewing approaches, noted: "These developments probably influence researchers without having much influence on the way most interviews were-or still are-conducted: haphazard, idiosyncratic, and spur of the moment. My hunch is that interviews in general are no better but that the literature available for reviewers to survey has improved. If so, we probably know a lot more about assessment by interviewing, and how to make valid interview-based decisions, than we have communicated to the world at large-where (I suspect) poor interviews remain the rule."¹⁰

The truth is that unless you have carefully determined your performance expectations and developed questions and standards to assess whether the candidate can meet the expectations, you will not be able to make an accurate selection decision. By following the Strategic Interviewing Approach presented in this book, however, you can improve the reliability and accuracy of interviews and make better selections as a result.

Assessing Your Current Practice

Take a moment to assess your own interviewing approach. Have you used any of the interview questions in Assessment 1.2?

Assessment 1.2.

Assess Your Own Approach to Interviewing

1. What is your strength (or weakness)?

Never use this question.

Sometimes use this question.

Always use this question.

2. Where do you want to be five years from now?

Never use this question.

Sometimes use this question.

Always use this question.

3. Why should I hire you?

Never use this question.

Sometimes use this question.

Always use this question.

4. What is your ideal job?

Never use this question.

Sometimes use this question.

Always use this question.

5. If you had to pick one, what kind of a (vegetable, fruit, tree, whatever) would you be and why?

Never use this question.

Sometimes use this question.

Always use this question.

All these questions are ineffective, but interviewers commonly use them to assess candidates for jobs at various levels in organizations.¹¹ Many interviewers who attend our interviewing seminars cite these as examples of the best questions they have ever asked or been asked in an interview. Part of the reason for using these types of questions and believing they are effective is sheer repetition and familiarity. Since an employer may have asked you these questions, you might repeat them when you move to the role of interviewer. This is a very common pattern—think of the old adage that says that you can't go swimming until an hour after you eat. Though there is no scientific support for the warning, people may still behave as if it is true because they've heard it so many times.

Hiding Out Versus Getting Better

Historically, poor interviewers have been able to hide their flaws. In the 1960s and 1970s, jobs were simpler and did not change as rapidly. Also, skills were more uniform

in the workforce. People were more likely to be qualified for a job because, unlike today, highly job-specific job requirements were minimal. If you interviewed ten candidates for a job, most of them would be qualified. As a result, poor interviewers had a much higher chance of finding qualified candidates. They were more likely to make effective decisions, even by an ineffective process.

Today, fewer workers can be classed as highly skilled for any given job. If you interview ten candidates, few if any may meet all of the job's requirements. No longer is the poor interviewer likely to make a good decision so easily. Meanwhile, the cost of failing to find a good employee is greater, since so many companies have downsized to reduce personnel. If you hire an unqualified person, the burden of supporting that person is shared by fewer people. In addition, there is the lost opportunity cost of failing to find the talented employee who will give your organization a competitive edge.

A Strategic Approach to Interviewing

This book provides a strategic approach to interviewing based on a six-step process. The Strategic Interviewing Approach focuses on behaviors rather than subjective impressions. Also, it uses a variety of measurements to assess the match between a candidate's competencies and the level of performance expected on the job. Strategic interviews link key performance expectations to questions, answers, and assessments.

For managers and interviewers who lack training, the Strategic Interviewing Approach offers a systematic, research-based method for selecting employees. For those who have been trained in other interviewing methods, the approach will provide the foundation for new strategies for recruiting, selecting, and developing good employees. Exhibit 1.1 summarizes the approach.

Exhibit 1.1. The Strategic Interviewing Approach

1. Develop realistic goals and manage the interview process.
2. Clearly define the performance expectations needed to perform the job successfully.
3. Ask questions that predict the candidate's ability to meet performance standards.
4. Decide on the answers you want before you ask the questions.
5. Conduct the interview in a manner that maximizes effective communication and accurate measurement.
6. Use behavioral decision making to predict the candidate's performance on the job.

The next five chapters describe the steps of this approach in detail. Chapter Two deals with Step 1 and describes strategies for developing realistic goals and managing the interviewing process. It also demonstrates how interviewers often pack more into the interview than the interview is capable of covering. The chapter will include questions to help you assess if this is a problem with your interviews.

Chapter Three addresses Step 2. It will help you describe the key aspects of the job that the person you hire will do. Some people say that they don't hire a person for a particular job, but for a career. But since a career is a series of jobs, this is a distinction without a difference. You hire someone to do something. If you don't know what the something is that the person is going to do, how can you determine whether they will be good at doing it?

Chapter Three will also help you clearly define the performance expectations that a candidate must meet in order to succeed. Knowing what someone needs to do is not the same as knowing what it takes to do it. For example, many baseball fans know what a good baseball manager needs to do (Step 2). The manager may need to shift fielders so they are in the right position for the batter, take out pitchers who have lost their "stuff," or choose the right pinch hitter to match the pitcher. But what must a manager know in order to do these things? These are part of the job's performance expectations and they will vary depending on how you define success.

Chapter Four will focus on Step 3, and will help you develop questions that predict the candidate's ability to meet the performance expectations needed to perform the job effectively. The connection between the question and the aspects of job performance it predicts is a key theme of this book. In the Strategic Interviewing Approach, interviewers need to know why they are asking a question in an interview, what it measures, and what it will predict about the candidate's ability to do the job.

The chapter also addresses Step 4 of the process, and will help you develop the right answers before you ask the questions. Interviewers sometimes say that the questions that they ask do not have right or wrong answers, but are designed to get a "feel for the candidate." Again, this is a distinction without a difference, since a "right feel" probably indicates that the person gave a right answer and the "wrong feel" probably indicates the opposite. Interviewers have absolutely no choice about whether to develop correct answers to the questions they ask. The only choice is when to develop these answers. The chapter will demonstrate why interviewers who elect not to come up with the correct answers until after they have asked their questions run a high risk of letting the candidates set the performance standards for the position.

Thus Chapters Two through Four cover Steps 1 through 4 of the Strategic Interviewing Approach, preparing for an effective interview. An interviewer who doesn't prepare with these steps is unlikely to have a successful interview. Of course, even when the interviewer prepares thoroughly, if the interview is not properly conducted, it is still likely to fail. Chapter Five will address Step 5 and will demonstrate how to conduct the interview in a way that maximizes effective communication and accurate measurement.

Additionally, Chapter Five tells how to conduct team interviews and describes their advantages and disadvantages. The chapter gives particular attention to the benefits versus the costs of team interviews. Managers will learn strategies for improving both the process and the results of team interviews.

Chapter Six presents Step 6 and shows how to make a behavioral decision based on the information gathered in the interview. It will describe judgment errors that many interviewers make that can negate the benefits of an otherwise effective process. The chapter will also present specific strategies for focusing the hiring decision on the match between the applicant's past behaviors and the job's performance expectations.

Finally, Chapter Seven will answer some of the typical questions people have raised about the challenges in implementing this interviewing process. It will also highlight the signs of success that let interviewers know if they are effectively implementing the Strategic Interviewing Approach.

Is This Approach Worth Learning?

You may be thinking at this point, "The six steps make sense, but I don't hire that many people in a year. Is all this worth my effort to learn?" You may not hire a large number of

people in a year, but if you are a hiring manager or aspire to be one, learning the techniques in this book will definitely be worth your time and effort. Even managers who do not conduct selection interviews can benefit from the Strategic Interviewing Approach.

Every manager frequently delegates work. Delegation is really a mini-selection process, in which the manager determines the performance requirements for the assignment and matches the right person to that assignment based on the match between the performance requirements and the worker's competency. If you follow the process outlined in this book, you will not only improve your interviewing, you will improve how you delegate work assignments.

Using the techniques in this book can also improve the way managers train and coach employees. Effective training begins with a needs assessment that identifies what you expect employees to do once they are trained. Defining competencies for interviewing and defining training needs will provide information for clear performance standards. In turn, the performance standards can serve as guidelines for coaching employees for better on-the-job performance.

Another positive outcome of following this process is that you will be able to do a better job of measuring employee performance. If you hire an applicant, you are predicting that the person will succeed on the job. But one of the problems in assessing performance is that managers often do not clearly specify their performance standards. The Strategic Interviewing Approach helps the employer determine those standards. With clearly defined standards, you will also improve how you conduct performance appraisals, coach employees, and provide feedback. As a result, you will most likely have a wider pool of interested applicants from which to select.

What Are the Benefits of the Strategic Interviewing Approach Compared with Other Interviewing Approaches?

Like most contemporary approaches to interviewing, the Strategic Interviewing Approach is behaviorally based: it assumes that past behavior is the best predictor of future behavior. However, it offers several advantages over other approaches:

It focuses on more than just developing questions and provides strategies to manage each step of the process.

It recognizes that all the steps are interconnected.

It is closely related to other aspects of performance management such as performance appraisal, training, coaching, and delegation. The Strategic Interviewing Approach leverages the learning from the interviewing process to enhance these activities.

It makes strategic connections between the question, the aspect of the job performance that the question is designed to predict, and the right answer. Many interviewers ask behavioral questions without fully understanding the strategy behind the questions. The Strategic Interviewing Approach helps the interviewer know what answer will predict the applicant's job performance and what statement will indicate that the person can or cannot do the job.

It provides a sound basis for making decisions based on behavior and predicts the

applicant's future performance based on the candidate's past behavior.

Multiple interviewers involved in a selection decision will have the same standards for the job and so improve the reliability of the selection decision.

The Strategic Interviewing Approach has many other benefits for hiring managers and human resource professionals. By using the strategies in this approach, you will reduce the subjectivity of your hiring decisions and improve the accuracy of your selection decisions. By making better selection decisions, you will be hiring employees who can contribute more quickly to your organization. More important, you will be able to reduce turnover costs that drain your profits.

Demonstrated Success of the Strategic Interviewing Approach

The strategies described in this book use the contemporary approaches to interviewing that have been shown by both research and practice to apply across organizational levels and positions, in different types of organizations, and even across national boundaries.¹² Managers, human resource professionals, and executive recruiters in countries throughout North and South America, Europe, and Asia have used the Strategic Interviewing Approach to select employees from entry level to corporate president, and for jobs ranging from information technologists to nurses, writers, and artists. You may need to consider minor variations based on the organizational level, type of company, or country, but the basic approach to Strategic Interviewing will work in any situation where you need to hire and retain good employees. In the "Perspectives" section at the end of each chapter, you will find the views of professionals who have applied the Strategic Interviewing Approach in their organizations. Their comments will illustrate how this interviewing approach has worked for them.

Chapter Summary

Attracting, selecting, and retaining a talented workforce will continue to be one of management's most pressing problems in the years to come. Continuing low unemployment rates along with the war for talent created by an expanding economy have made it increasingly difficult to find effective employees. To address this problem, hiring managers and human resource professionals must have a strategy. While there are various strategies that an interviewer can use to conduct an effective interview, the Strategic Interviewing Approach will provide a systematic, research-based approach for selecting employees that meet the requirements of the job and the needs of the manager and the organization.

In the following section, senior executives from three different organizations share their perspectives on the benefits of the Strategic Interviewing Approach. A vice president of human resources from a large bank, a human resources manager from a large accounting firm and the chief of recruitment for the International Monetary Fund discuss why their organizations made the changes they did.

Perspectives on Strategic Interviewing

Susan Mason, Vice President of Human Resources,

Old Kent Financial Services

Why did your organization change its approach to interviewing? What was changed?

At Old Kent, we altered our interviewing approach because of the many benefits using the techniques of the Strategic Interviewing Approach. For us, what's most important is that we are selecting employees based on their ability to perform well on the job rather than their ability to interview well. This leads to better employment decisions, as well as to reduced turnover and recruiting costs. We have been successful using this approach in conjunction with other interviewing techniques.

With Strategic Interviewing, we use a structured interviewer guide with targeted questions for each position. That gives a consistent interviewing experience for all of our applicants. We also know that the consistency allows us to treat each applicant fairly. We believe that consistency supports Old Kent's objectives toward our employment decisions.

Targeted questions also reduce our time commitment for interviewing. In the past, we spent a lot of time conducting interviews but we didn't always ask effective questions. Today, we ask job-related questions and clearly we are able to make better employment choices. When candidates are not selected, we can also provide coaching to help them understand the skills they need to develop.

Hiring managers using this method are more analytical in their decision-making process. Rather than relying on their gut feelings, they have more solid information they can use to make the decision. Instead of asking, "Do I like this candidate?" managers ask themselves, "Can this candidate do this job?"

Mike Johnson, Human Resources Manager, Plante & Moran

Why did your organization change its approach to interviewing? What was changed?

In our accounting firm, our recruiting goal is to select the partners of the future. For a number of reasons, that job is not as easy as it used to be. One reason is that we are asking our partners to do more than ever before and therefore it takes a bit longer to become partner. Since it takes longer to make partner, we have more invested in people and there are greater costs to the organization if someone doesn't make it.

The other factor is the severely limited talent pool to pick from. Fewer and fewer people are coming into the profession. This makes it much harder to find good people. We have to select people who can develop to meet our challenges. Previously, when there were greater numbers, this was much easier to do.

We feel we take a much more strategic approach to interviewing that ties in with our performance management system and the competencies associated with performance management. The same criteria that our interviewers use to evaluate people on campus are used to assess people in their day-to-day job performance. We think this has reinforced the understanding and use of the competencies as a driver for selection.

We are also not as likely to select what I would call the typical "Plante Moraners." We are not selecting people "just like us." The new system allows us to select people we wouldn't have selected in the past, but who are doing well with the firm. We are taking strategic chances on people. We're basing our decisions on hard facts that are much more critical to success. The ultimate measure of our success in this approach will be to what extent the people that we've been hiring make partner. One intermediate measure is that

our turnover, in high turnover times, has been down for the first time in four years.

Susan J. Adams, Chief of Recruitment, International Monetary Fund

Why did your organization change its approach to interviewing? What was changed?

The IMF changed its approach to interviewing because we had too little consistency and quality control across interviewers in different departments. We began to change our approach by first getting the professional recruiters in the HR Department trained in the new technique, and then we taught it gradually to our line managers in both the headquarters and the field offices.

The biggest difference we have seen is that the comparison of candidates for a particular position is much more systematic and obvious than in the past, where personal judgments played far too great a role.

So far, the new process is meeting our expectations. It does take a fair amount of time to indoctrinate all of the possible interviewers in the organization into the new process. But we know it is working. In one recent case, we selected a candidate who answered the "critical situations" questions better than someone who had already acted in the job for several months (and should have answered those questions better!). In the past, we would have simply offered the job to the acting incumbent.

Applications

1. What's your current success rate in hiring and retaining the right people for your organization?
2. How well trained in interviewing are the people who do selection interviewing in your organization? Do you provide training in how to interview, for managers who make the hiring decisions?
3. How does your current interviewing process match up with the Strategic Interviewing Approach? What steps are you taking? What steps are you missing?

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