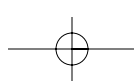
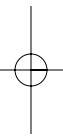
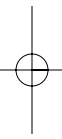
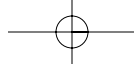


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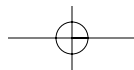
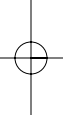
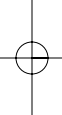
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HIRING THE BEST PERSON FOR EVERY JOB

DEANNE ROSENBERG

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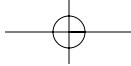
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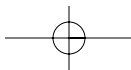
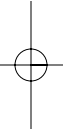
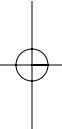
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INTRODUCTION TO THE WORKSHOP

WELCOME TO THIS INTERVIEWING WORKSHOP that will present you with a very innovative approach to interviewing. The strategy you will learn makes minimal use of the candidate's resume. Moreover, it does not rely on human resources to provide you with a job description and competencies (which are probably out of date anyway). This workshop will guide you through a process of meticulous preparation based on your performance expectations. This will be followed by a discussion of the many different questioning tactics for interviewing. You will learn about insightful listening, including the reading of body language cues so that, at the end, you will have a "no fail" strategy for selecting the best person for every job.

Interviewing is a skill. The only way to learn a skill is through practice. Therefore this workshop will involve considerable role-play activity. Others who have been through this workshop have truly enjoyed themselves, so please sit back, relax, and prepare to have an enjoyable learning experience.

Workshop Objectives

By the end of this workshop, you will be able to

- Design a strategy for a more targeted approach to the interview based on the *Master Match Matrix*[®];
- Make a decision about a candidate's strengths and weaknesses within 40 minutes;
- Develop effective question-generation techniques based on specific job objectives;
- Utilize a variety of questioning techniques to be used during interviews;

- Match candidate and questioning technique for maximum data collection;
- Separate listening from evaluation during the interview process;
- Use active listening techniques;
- Understand and “read” the hidden meanings in body language;
- Utilize two theoretical approaches to interviewing: (1) Interviewing by Objectives and (2) McClelland’s Theory of Personality Fit, known as People Reading; and
- Recognize the Equal Opportunity restrictions and discuss their implications for the interview process.

You will leave this workshop with your own, individually developed, Master Match Matrix® that you will be able to use whenever you interview for the particular position that you’ve selected.

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Interviewing Quiz

Directions: How much do you really know about interviewing? While you are waiting for this workshop to begin, why not test yourself and see by circling **T** for **true** or **F** for **false** after each question below. It will take about 10 minutes. The answers are on pages A-7–A-9 of this workbook.

1. Most interviews are unreliable because they are performed in a biased fashion. T F
2. A truly skilled interviewer will be completely objective. T F
3. Characteristics that impress interviewers favorably include verbal facility, a neat appearance, cordiality, and conformity. T F
4. Basically, interviewing behavior and attitude are similar to the job behavior and attitude; therefore, if you can accurately assess the one, you will have also accurately assessed the other. T F
5. Interviewing is a necessary function of management, but it does not relate to the economic success of the company. T F
6. Hiring decisions are usually based on feelings rather than on facts; on the relationship that develops between the interviewer and the candidate, rather than on the requirements of the job. T F
7. Managers tend to hire in their own image, that is, people who are like them in background, experience, attitude, opinions, and even looks. T F
8. Candidates who are unemployed at the time of the interview are considered just as desirable as those who are employed at the time of the interview. T F
9. Generally, interviewers appreciate candidates with unusual backgrounds, nontraditional experience, and individualistic ideas that do not necessarily coincide with those of the interviewer. T F
10. Stress interviews are an effective way to determine the candidate's ability to deal with job-related stress. T F
11. In a good interview, the candidate should do 80 percent of the talking. T F
12. The interviewer is responsible for (reducing the anxiety) settling the applicant down. The applicant is responsible for maintaining a free-flowing discussion. T F
13. The interview should give you all the information you need to make the hiring decision. T F

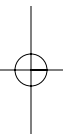
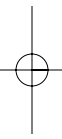
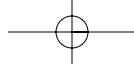
- | | | |
|--|---|---|
| 14. It is important to evaluate as you progress through the interview. | T | F |
| 15. A competent interviewer ignores his or her intuition (gut feelings) in making the hiring decision. | T | F |
| 16. The best time to evaluate a candidate is two or three days after the interview, when you've had a chance to really mull things over. | T | F |
| 17. Your company is responsible for any EEO (Equal Employment Opportunity) errors you may make in interviewing. | T | F |
| 18. Promotability should always be a consideration in selecting a candidate. | T | F |
| 19. Evaluation should be kept separate from the data-gathering portion of the interview. | T | F |
| 20. You can ask marriage and family-related or personal questions of your candidates without violating EEO legislation. | T | F |
| 21. The way in which you ask a question will influence the answer you receive. | T | F |
| 22. Most hiring decisions are made in the first 4 minutes of the interview (first impressions are virtually impossible to change). | T | F |
| 23. The most important skill in interviewing is listening. | T | F |
| 24. A "good" candidate should volunteer personal information without your having to probe for it. | T | F |
| 25. The interview does not really measure what people claim it is supposed to measure: competence, commitment, and ability to work well with others. | T | F |

Cost of Turnover

U.S. Department of Labor statistics indicate that 40 percent of all new hires leave within the first six months and 50 percent of all management-level candidates fail in their new positions within their first six months on the job. Some leave because the job does not meet their expectations; others are asked to leave because they prove to be incompetent. At an average salary of \$45,000/year, companies are throwing away vast sums of money on hiring errors that could be easily eliminated with training in preparation and the use of a perceptive, logical, and repeatable system. The information shown below is based on an employee salary of \$45,000 a year.

1. Cost of inadequacy of the new employee (12 months)	\$20,800
2. Cost of assistance by peers and staff closely associated with the new employee	\$14,350
3. Cost of declining productivity of departing employee	\$ 2,600
4. Cost of shift of attention from the work to the departing employee by peers and staff	\$ 900
5. Cost of leaving the position vacant or functioning with stopgap measures (13 weeks)	\$21,750
6. Cost of processing both the departing employee and the new employee by HR	\$ 1,085
7. Cost of recruitment (newspaper ads, agency fees, etc.) and screening of applicants by HR	\$ 2,890
8. Cost of supervisor/manager's time in orienting and training the new employee	\$ 2,930
9. Cost of relocation	<u>0</u>
Total Cost	\$67,305
Ratio of Costs to Average Salary	1.55%

Source: The categories and percentages are based on a 1990 study done by the Society for Human Resource Management and published in the December 1990 issue of *Personnel Journal*; financial data is based on 2000 salary figures.



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