

Mission Driven Interviewing™ (for Managers)

Overview:

While interviewing is often viewed as merely a transactional responsibility, in reality few business functions have greater impact on an organization than employment interviewing. Truly effective interviewing constitutes a transformational process through which the organization hand-selects those individuals who will become the face... the voice... the embodiment of the organization to its clients and customers. Through a mission-driven approach to interviewing, interviewers will develop the skills they need to find the "right" candidates – the ones who can meaningfully contribute to attaining the overarching objectives of the position, of the department, and of the organization.

Focus Areas:

This workshop will enable participants to recognize, to maximize, and to leverage the power and impact that is inherent to interviewing. Specifically, this unique workshop experience will enable participants to:

- Adopt a more "macro" perspective (meaning, 'what does success look like'), in addition to a more traditional "micro" perspective (meaning, 'what kind of person do we need in this job').
- Expand their focus away from an almost single-minded obsession with behavior-based questions by outlining complementary questioning techniques that will yield more accurate, thorough, and candid job-related information about each candidate.
- Explore and assess the degree to which each candidate possesses the skills, knowledge, and behavioral characteristics required to perform the job.
- Utilize tools, techniques, and processes that encourage consistency throughout the interviewing process, all within a framework that affords interviewers ample flexibility to incorporate the realities of the organization's culture, as well as the nuances of each interviewer's own personal style.
- Partner more effectively – and in a more strategic manner -- with HR throughout the hiring and interviewing phases of the employment lifecycle.

OJI – On the Job Impact:

Specifically, through this program, participants will enhance their ability to:

- Define fully, successful performance for each position – those key outputs and responsibilities that contribute to attaining the mission of the position (and thus the department and organization)
- Create an inventory of knowledge, skills, and behavioral characteristics for each position that will enable the successful incumbent to deliver the key outputs and results associated with the position.
- Develop primary questions that will enable the interviewer to collect information about the KSBC's required to perform each job successfully.
- Identify when and how to review, screen, assess, and use resumes.
- Probe candidate's responses to each primary question until the interviewer gets the information he or she "needs" (even if it is not the information he or she "wants").
- Recognize potential legal hotspots and make deliberate decisions whether to – and/or how to – respond to them.
- Establish and maintain control of each interview.
- Conduct interviews in a way that is positive and affirming, but not evaluative.
- Evaluate candidates confidently, objectively and consistently based on pre-determined job-related criteria.

Who will benefit:

Managers who are responsible for, or who participate in recruiting, staffing, and/or interviewing.