

COMPETENCY CENTERED INTERVIEWING™

PRE-WORKSHOP PACKAGE

Please bring this with you as it will help you "hit the ground running."

What's in This Package?

These important exercises will help you prepare for your workshop. Please read and complete these assignments prior to the workshop:

1. **Interview Your Manager** - Use the interview sheets to collect insights and ideas to improve your selection requirements. You will use this information for your Job Analysis in the workshop.
Estimated time for the interview is about 20-30 minutes. *Pages 5 and 6.*
2. **Draft Your Job Requirements** - You will learn new skills by working with an actual position that you are, or might be, hiring for.
Estimated completion time is 15 minutes. *Pages 7 and 8*
3. **The ISI Instrument** - This will give you feedback on the questioning approaches that you use. You will score your own instrument in class.
Estimated completion time is 10 minutes. *Pages 9 - 12*

For more information and directions see page two.

Ver. 11.0

Note: *Please print out this package before completion.*

The Importance of Preparation

Why Prepare for Learning?

Preparation is an essential component to effective learning. The hour you spend on this package will help you draw on your prior experiences and the lessons you have learned about interviewing. Even if you have not conducted an interview, you most likely have sat on the other side of the table. This means you have exposure to both good and bad habits of interviewing. Research has shown that people learn better and retain information longer when they prepare for a learning experience versus “going into it cold.” The design of this workshop is built on the assumption that every attendee has completed this information and will arrive ready to share viewpoints and ideas.

What Do I Need to Do Before the Workshop?

You will need to read the overview and complete three important exercises that will help you prepare for the workshop. You will need to schedule meetings for Exercise One.

	Est. Time
Overview Reading	5 minutes
Exercise One: Conduct One Interview	20-30 minutes
Exercise Two: List Job Requirements	15 minutes
Exercise Three: Complete a Style Instrument	10 minutes

What Will You Do With This Information?

You will be working with the information in the three exercises. You will not be asked to hand these in. There is no grade for incorrect answers. However, learning what is correct or not is a most helpful part of the learning experience.

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Overview: Competency Centered Interviewing™

A Common Situation

You hire what you think is a world class manager. He or she interviews well, has an impressive resume, has worked for several reputable companies, and has the right degree from a reputable university. *Fast forward six months* -- Little has been accomplished except for missing a major market window. This person has been criticizing management for a lack of vision and a poor strategy. Termination costs total tens of thousands of dollars and hundreds of hours of management time, only to begin the process over once again.

High Costs of "Mishires"

Unusual? Not really. Interviewing, and its related activities, are one of the least understood of all the management tasks, and the one most subject to malpractice. Few managers are trained in this activity, and fewer yet are skillful at it. Yet:

- in a major survey of managers, over 90 percent list it as one of their most important decisions.
- Most corporations estimate the cost of a *Mishire* (a person who does not fit the requirements) to be from one half to ten times the person's salary.

The importance of doing this well increases in a global and competitive economy where *knowledge* and *people resources* are emphasized.

Consequences

When hiring managers aren't adequately skilled and don't devote the effort needed to ensure that only the best people are hired, dire consequences often occur, but with a deceiving delay. The accumulation of marginal performers and *Mishires* presents, at best, a competitive disadvantage. Far worse, this problem can be fatal when afflicting even a few key positions.

CCI

Competency Centered Interviewing™ provides the solution. It is a proven approach that produces decidedly better selection decisions. We will emphasize clearly thinking through all your requirements and preparing yourself (and others) to probe and validate claims of experience and job knowledge. We will show you how to organize and conduct really *in-depth* interviews that are professional, easy to duplicate and that get you the information you need to make the right decision.

Our Goal

To improve the effectiveness and efficiency of your interviews by providing you with knowledge, skills, tools and methods.

Multiple Deliverables

What will I get from this workshop?

Knowledge	<i>All you need to know to cover the key steps necessary for both planning and conducting in-depth interviews.</i>
Skills	<i>How to ask great questions, keep your interviews on track, detect potential "Mishires", organize your interviewing team, and get the information you need to make the right decision.</i>
Tools	<i>Useful tools you can reuse that will help you prepare and be more thorough each time you have a position to fill. The right tools to make your job easier.</i>
Reference Guide	<i>A detailed reference binder with over 200 pages of useful ideas that will provide you with an easy to reference set of information for your future use.</i>
Questions	<i>Over 500 proven questions you can reuse in your interviews.</i>
Practice	<i>Small group sessions where you can practice solving common interviewing problems.</i>
A Complete Process	<i>You will leave with a better more thorough approach to conducting your own interviews and leading your interviewing team.</i>

Remember: Learning can be fun! But learning that helps you greatly improve as a manager is priceless.

Exercise One: Interview Your Manager

20-30 minute interview

Directions

It is important that you understand how your manager views your department. Set up a meeting with your manager to discuss this. At the start of the interview, explain the reason for this interview exercise and provide a background description on the position you have selected on page 7. Ask the 4 questions below and take notes. Ask your managers to be specific and try gain an understanding of his or her thinking.

Note: You will not be asked to disclose this information to others in the workshop. This is important background information for you.

A. What do you feel are the *four or five major strengths* and skills in my department or area now? Why are these important?

B. Regarding the people in my department or area now, what are the *two or three weaknesses* or gaps in the skills? Why are these needed?

Continued >>>

Interview A (continued)

Note: You will not be asked to disclose this information to others in the workshop. This is important background information for you.

C. What skills and capabilities do I *most need to grow or improve* in my department? Why are these needed?

D. What other information do I need to know about improving the skills in my department?

Exercise Two: Your Job Requirements

Estimated time to complete = 10-15 minutes

Use this worksheet to summarize the most important requirements you have for the position that you identified in Exercise One.

Position Title: _____

A. Three Most Important Success Factors: Summarize the 3 most important things that a person in this job must accomplish in order to be successful. You may use short phrases: Examples: “Building and maintaining customer relationships”, or “Coordinating technical communications between department X and Y”, etc.

- 1.
- 2.
- 3.

B. Three Important yet Difficult Responsibilities: What do you think will be the most challenging yet more important things that this person must perform? Example: Meeting tight deadlines, trouble shooting without supervision, etc, (jot down bullets and short phrases)

- 1.
- 2.
- 3.

*Please print this page then complete it.
Bring it with you to the workshop.*

Your Job Requirements Continued

C. **Five Most Important Technical Requirements:** Your technical requirements largely have to do with *what* is done on the job. These are the required skills and knowledge of tools, methods, software, machines, processes, etc. Example: using excel spreadsheets to produce budgets, or experience with java, knowledge of manufacturing processes, etc. (Jot down bullets and short phrases)

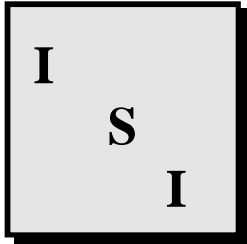
- 1.
- 2.
- 3.
- 4.
- 5.

D. **Five Most Important Interpersonal/Work Habit Requirements:** These requirements have to do with *how* a job is done. These have to do with work habits, interpersonal relationships, and character attributes that are important to success. (Jot down bullets and short phrases) Examples: Listening skills, Problem solving, Leadership, Action oriented, Customer Presentations, Integrity, honesty, etc.

- 1.
- 2.
- 3.
- 4.
- 5.

*Please print this page then complete it.
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Exercise Three: Style Feedback



THE INTERVIEWING STYLES INVENTORY

Estimated time to complete = 10 minutes

What Styles do You Use?

INSTRUCTIONS: The following thirty situations examine questions that are often used during selection interviews. For each situation pair, circle the one statement that best describes the question you might ask. *This is not a test*, avoid picking what you think is the correct answer or what you think you *ought to do* over what you think you would really do.

The real value of this instrument begins with identifying patterns in your current practices. This will help you change and fine tune your interviewing questioning technique. In some cases, you may find that neither statement pair describes the question you would ask; in this event select the response that is *closest* to what you think you would do. Again, avoid trying to second guess the best answer and focus on what you would actually do.

Please print and complete this. Be sure to bring with you to the workshop.

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Thirty Statement Pairs

Circle the letter of the one response that comes closest to describing which question you might ask for each of the 30 pairs. If you don't think you would do either, then select the one letter that comes closer to what you would do. Don't leave any blank:

1. A. I would describe that we are looking for someone who is strong and who can lift large boxes and ask her to describe those skills.
 B. If I needed someone who could lift 50 pounds, I would ask if she had any disabilities that prevented her from lifting 50 pounds.
2. A. I would ask him to describe his working relationships with peers.
 B. If I had reason to be suspicious about it, I would ask if he had ever been arrested for a crime.
3. A. I would ask this person "How would you handle this specific situation?"
 B. I would ask this person about the job relevant tools they had used.
4. A. I would give her a specific work problem and ask how she would handle it.
 B. If the job involved much travel, I would ask her if the considerable travel is a burden for her family.
5. A. I would explain that I need someone who knows Excel and ask him how familiar he is with it.
 B. I would try to understand in what situations he performed well and how.
6. A. I would try to learn in what situations she had worked with this equipment and what kinds of problems she had with it.
 B. I would explain that I need someone with good trouble shooting skills on this equipment, and ask her to describe what she knows.
7. A. I would explain that I need someone with good listening skills with customers, and ask him to talk about his experiences.
 B. I would ask him how he would deal with a difficult customer.
8. A. If I had a concern about it, I would ask him about his health problem.
 B. I would ask him to describe a time he had to deal with a stressful design problem and what he did to resolve it.
9. A. I would ask her to describe how she developed good working relationships with members on the project.
 B. I would ask her to describe the work methodology she used on the project.
10. A. I would ask her to describe those situations where she did her best work.
 B. I would pose a problem when her supervisor was not around, and ask her to tell me how she would handle the situation.

Turn the page >>

11. A. I would give him a test to see if he knows how to read schematic diagrams.
B. I would give him an IQ test to see if he is intelligent enough to do the job.
12. A. I would describe a situation and ask her to tell me how she would handle the angry customer.
B. I would ask her to describe a time she had to deal with an angry customer.
13. A. I would tell him that I needed someone who knows how to use Win7 operating systems and ask him to describe his experiences with it.
B. I would pose a common problem using Win7 and ask him to tell me how he would handle it.
14. A. I would probe what she knows about this job area.
B. I would probe how she does her work in this job area.
15. A. In a diverse work environment, I would ask him what other languages he can speak besides English.
B. I would probe what he does to make sure he has communicated well with others in a culturally diverse work environment.
16. A. If important to success, I would take the time to probe how her family would feel about her being gone half the time.
B. If important to success, I would explain that the job involves 50 percent travel and discuss if that is ok with her.
17. A. I would ask him to describe his past working relationships with his peers and what kinds of problems he has had with them.
B. I would explain that I need a team player and ask him to tell me about his strengths in this area.
18. A. I would ask him if it would cause problems with his family working long hours.
B. I would ask him to tell me how he would handle working long hours.
19. A. I would ask her to describe the diagnostic tools she has used in these situations.
B. I would pose a problem and ask what diagnostic tools she would use.
20. A. I would ask this person to describe their experiences working with this category of equipment, to list which types, and the problems they have fixed.
B. I would tell this person that I need someone who can fix a specific problem with this type of equipment and ask them to explain their experience.
21. A. I would pose a technical problem and ask this person to describe what they would do.
B. I would ask this person to provide an example of how he had resolved a similar technical problem in the past.

Turn the page >>>

22. A. If I sensed that this person might not have the stamina for the job, I would explain how important this is and ask them about it.
B. If I sensed that this person might not have the stamina for the job, I would ask if they thought they could keep up with the younger workers.
23. A. If creativity were important, I would explain why and ask her to tell me about a time she was creative.
B. If creativity were important, I would pose a problem and ask her to describe several solutions she might use.
24. A. I would ask him to provide specific examples of when and how he had to plan a project.
B. I would explain that one of the requirements is project planning and ask him to explain when he had done this before.
25. A. I would ask the applicant if she had not finished an important deadline on Friday afternoon, what she would do.
B. I would ask the applicant if her religious beliefs would allow her to work on Saturday to get an important deadline accomplished.
26. A. If leadership were important, I would ask the person to define leadership and provide me with examples of when they were an effective leader.
B. If leadership were important, I would ask the person to describe a time when it was difficult to get everyone together on a project. Then I would ask them to describe what they did about this problem.
27. A. I would ask him to provide several examples of when he had to work in a hot manufacturing environment wearing an uncomfortable safety suit.
B. I would note, in a friendly manner, that being from the Middle East that he must be used to hot weather. We would discuss the hot foundry environment.
28. A. I would ask her to describe a specific time when she had to make a tough decision when she couldn't consult her manager.
B. I would pose a typical work crisis and ask her if she had to make the call now, without consulting anyone else, what would she do.
29. A. I would ask her if she had ever had to move several thousand pounds of inventory by herself, and if so, how did she do it.
B. I would diplomatically bring up her smaller physical stature and ask if she thought she could handle such a heavy inventory load.
30. A. I would ask him to describe the study habits that helped him get good grades.
B. I would ask him to describe what his best subjects were in graduate school.



Thanks for completing this. You will be scoring and interpreting this profile in class.