

## CCI ADVANTAGES AND BENEFITS

---

*What are the advantages and opportunities of attending Competency Centered Interviewing? The following summarizes key points to make when influencing managers about attending or sending their managers to the CCI program. (Written from the perspective of talking to the manager)*

### **A VITAL MANAGER LEVERAGE POINT**

Identifying and selecting talent is one of the few real leverage points for management – meaning where a relatively small amount of management effort can yield a much larger result. Mastering this process has a high personal ROI. It is therefore vital that managers become fully competent in the skill sets of this activity. The managers who know how to find exceptional employees, and how to avoid “Mishires”, become more effective managers because they will have more time to devote to strategic activities. Note this is one skill set that will serve you throughout your career, across functions and levels.

### **OVERCOME CANDIDATE DECEPTION AND “SPIN”**

Recently, but especially in this down economy, research has shown there is an increasing trend toward more deception and credential “spin” with candidate’s claims of skills, knowledge and past successes. Most candidates have received coaching or training and know, at the least, how to “put their best foot forward.” Do you know how to ask the right questions so as to not become a victim of inflated resumes and interviews? Managers trained in CCI are able to cut through exaggeration and deception to uncover candidate’s real skills and capabilities.

### **BROAD SKILL APPLICATION**

The skills and tools that managers get in this workshop have broad application to other managerial activities. For example, the ability to develop a very detailed *job analysis* for a position is a vital precursor to employee coaching. Knowing how to draft a detailed written description of all the attributes and behaviors you need for a particular position allows you to establish clearer expectations for employee performance, and can also make it much easier to prepare for your *performance reviews*. The skills you will learn on asking powerful questions have lots of applications in everyday discussions.

### **TALENT ECONOMY**

Experts say we now live in a *Talent Economy*. Our managers need to learn to adapt to realities of this economy. The hiring

decisions that you make in the next few years will be important to your success and the future growth of the company. The talent pool is likely to shift in the next few years as the economy recovers and employees start to think of delayed job change. We need a critical mass of managers at all levels who know how to capitalize on this reality.

**OBJECTION: I  
DON'T HAVE AN  
OPEN REQ. RIGHT  
NOW.**

There are a number of steps that need to be completed by the hiring manager in advance of your next requisition being approved. The hiring manager needs to be prepared to move quickly once the position has been approved. Now is the time to get trained and prepare for that opportunity. Don't risk losing the best candidates because you were not able to move quickly enough when the opportunity presented itself.

**THE HIRING  
MANAGER'S  
RESPONSIBILITY**

HR is here to support you in your efforts to staff your department with the very best people. We're willing to work very hard to help you – but you have to help us. Remember, it's the manager's responsibility to ensure that you have the right talent mix in your department. I can help you much better when you are fully trained and knowledgeable of all the steps and actions required in the interviewing process.

**DISCIPLINED  
PROCESS YIELDS  
SUPERIOR  
RESULTS**

It's useful to keep in mind that talent acquisition including interviewing and decision making on candidates is a process and not just a few discreet steps accompanied by a few good ideas. You have to approach this with the same discipline and deliberation as your other vital business processes, like product design, if this is to be consistently successful for you and the company. It's an obvious statement that a manager can't hope to obtain product reliability by a few well intentioned actions. Similarly, you need to have a well defined hiring process if you are going to be consistently successful in all situations and conditions.

**HELPFUL TOOLS**

The right tools make it easier to do things. There are over 25 easy to use management tools that you will get in this program that you can reuse every time you plan to bring candidates in and conduct interviews. There are over 700 questions you can reuse in your interviews. All of these have been designed to make your job of preparing for and conducting interviews easier. If you don't attend the workshop you won't know how to use these properly.

**GREATER  
EFFICIENCY AND  
EFFECTIVENESS**

Selecting the right talent takes time – usually when a manager can least afford it. Studies show that most interviewing teams waste time and effort and still often fail to gain adequate in-depth information on candidates. Many activities that can save time, such as telephone screening, are, more often than not, not performed properly. Effective interviewing and selection is a matter of knowing what to do and how. Properly trained hiring managers will know how to deploy their resources to this process in a more efficient way that ensures more consistent results with a similar amount of effort.

**BALANCED  
INTERVIEWS**

Surveys show that over half of engineers fail on the job due to performance skill deficiencies, not technical shortcomings. Despite this reality, untrained technical hiring managers and interviewers devote most of the interview time to technical considerations, to the detriment of performance and situational requirements which have a higher correlation to job success. Trained managers can learn how to easily overcome this problem and conduct more balanced interviews.