



Focused Interviewing



Making hiring and promotion decisions that are in the best interests of the candidate and the organization

Organizational effectiveness, productivity, and excellence all come down to one thing: putting the right people in the right jobs.

Hiring—or promoting—the wrong person can be costly. Research shows that recruiting and training a new employee can run from \$12,000 for an administrative assistant to \$34,000 or more for a manager. But financial loss isn't the only casualty of hiring and promotion errors: productivity and worker morale also suffer.

While there are a number of important elements in hiring and promotion decisions, the personal interview is the most visible and decisive step in the entire process. Unfortunately, most managers lack experience and training in interviewing skills. They sometimes can't decide what questions to ask or fail to elicit adequate information with the questions they do pose. Focused Interviewing helps managers avoid these common frustrations by offering a systematic approach to planning, conducting, and evaluating the interview.

Focused Interviewing gives anyone who makes a hiring or promotion decision the practical skills needed to evaluate candidates objectively and make the best decision for both the candidate and the organization.

Planning the Interview

Participants learn to:

- Develop an accurate, complete job description, detailing responsibilities and special working conditions
- Determine hiring qualifications—the specific capabilities and attitudes required to do the job
- Review applications and résumés for potential problems, questions, or gaps in background
- Develop a line of questioning that will lead to candid, productive discussion

Conducting the Interview

The program shows how to:

- Establish a relaxed, open interview atmosphere
- Use interview time efficiently to focus on information that will support hiring decisions or recommendations
- Direct the flow of information with a varied line of questioning.
- Use silence and other communication techniques to keep the candidate talking
- Determine when and how to volunteer information about the job opportunity and your organization
- Recognize and interpret nonverbal cues
- Avoid personal biases that pose a threat to effective, legally defensible hiring decisions

Evaluating the Interview

- Managers make better hiring and promotion decisions by learning to:
- Evaluate applicants fairly and systematically
- Rate applicants against established hiring qualifications
- Compare assessments with other interviewers

Benefits to Your Managers

- Provides a reliable, systematic approach to effective interviewing
- Results in better screening because all involved understand the qualifications of the job
- Improves confidence and reduces interview tensions
- Helps interviewers use time most efficiently
- Improves chances of placing the most qualified individuals in areas where they can make the greatest contribution
- Helps reduce apprehension over potential liabilities of discriminatory interviewing
- Increases awareness of inadvertent biases and other impediments to clear selection decisions

Benefits to Your Organization

- Facilitates and brings order to employee selection and evaluation
- Yields a better match of employees to job requirements
- Avoids the financial costs and negative consequences of poor hiring decisions
- Facilitates proper placement of new hires as well as promotions from within
- Reduces employee turnover
- Aids compliance with Equal Employment Opportunity statutes
- Provides a common language for better communication between human resource professionals and line managers

Implementing Focused Interviewing

- *Focused Interviewing* is a highly interactive two-day seminar. Designed for groups of six to twelve people, Focused Interviewing is appropriate for anyone directly or indirectly involved in hiring decisions. The program's effectiveness is ensured through:
- *Interactive training methods:* Focused Interviewing uses a variety of techniques including audio and video exercises, role play, and probing and connections exercises, to ensure greater understanding—and faster application—of the concepts and skills presented.
- *Follow-up:* The Focused Interviewing follow-up materials offer participants an opportunity to review and improve skills learned during the seminar.
- *On-the-job tools:* An extensive Desk Reference provides valuable information on all aspects of the recruiting and hiring process, from writing classified ads and working with professional recruiters to checking references and making the job offer. Also included is a Job Profile Worksheet, an Interviewing Guide, and an Applicant Summary Chart—three convenient forms that help managers use the skills and concepts back on the job.

Solutions for Superior Sales Performance

Focused Interviewing is one of AchieveGlobal's comprehensive, integrated sales, consulting, and training solutions.

Based on more than 38 years' experience, rigorous market research, and repeated product testing, our sales and service training solutions utilize a variety of interactive training methods and target the skills, behaviors, and attitudes that have the most decisive impact on productivity. And that translates into improved performance at every experience level.

Selected programs have been translated into 44 languages and dialects and have been culturally adapted to reflect local customs and business situations. Comprehensive consulting, project management, and customization capabilities, offered through our network of offices on six continents, ensure global continuity, training relevance, effectiveness, and local, customer-focused service.

About AchieveGlobal

AchieveGlobal helps organizations translate business strategies into results by improving the performance of their people. Clients worldwide rely on AchieveGlobal's proven expertise in leadership development, customer service, and sales effectiveness. Implementing research-based learning solutions, AchieveGlobal empowers clients to successfully develop leaders and acquire, grow, and retain profitable customer relationships.

With 75 offices in 42 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you too.

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For more information about how AchieveGlobal can help your organization create dynamic solutions to its business challenges call us or e-mail us at the following below address.