

Interviewing Techniques: Get The Real Deal



Overview:

Effective interviewing is a key tool for information gathering. Management professionals can use interviewing techniques to quickly, efficiently, and comprehensively make better decisions about people. In addition to its essential role as a management information device, interviewing also has several important, special applications in hiring, performance appraisal, and disciplinary situations.

Learn:

Through training in preparatory and evaluation strategies you will learn the six most important management applications of interviewing. We will teach you specific interviewing skills that will enable you to prepare for the interview, read nonverbal cues, control the interview's pace and content, and monitor your own interviewing effectiveness. Extensive role playing, video-tape simulation, and discussion will demonstrate styles of approach, questioning, and communication that participants can critique.

After this program, you will be familiar with both the psychological and practical aspects of interviewing, enabling you to assess every interview's importance with assurance.

Objectives:

- ❖ Learn to develop interview objectives by determining hiring needs and expectations.
- ❖ Define techniques for screening applicants, from resumes and applications to telephone interviews.
- ❖ Learn to prepare effective questions that go beyond the resume.
- ❖ Know how to explore the factors involved in the interview climate.
- ❖ Analyze your interviewing style by videotaping and reviewing practice interviews.
- ❖ Discover the importance of non-verbal communication by observing yourself and others in role-playing exercises.
- ❖ Learn how to handle the problem applicant.
- ❖ Practice terminating interviews positively without making a commitment.
- ❖ Recognize the important factors to consider in evaluating an applicant and the interview.
- ❖ Understand how to compare candidates using criteria set up prior to the interview.
- ❖ Translate what you learn into action.

AESCHWARTZ & ASSOCIATES

P.O. Box 79228 • Waverley, MA 02479-0228

EMAIL: aes@aeschwartz.com

TEL: 617-926-9111

www.aeschwartz.com

www.aespeaks.com

www.schoolformanagers.com

Outline:

Planning the Interview

- A. Defining Your Specific Objectives, Hiring Needs, And Expectations
- B. Evaluating Your Interviewing Technique -- Strengths And Weaknesses
- C. Creative Means In Finding New Employees
 - 1. Advertising to attract qualified people
- D. The Screening Process
 - 1. Reviewing and evaluating the applicant's resume or job application
 - 2. The telephone -- an easy, time-saving initial screening method
- E. Reviewing EEO Laws -- What's Legal And What's Not
- F. Formulating Questions
 - 1. Asking who, what, where, when, and how questions
 - 2. Writing questions based on the resume
 - 3. Questions need to be understandable, unambiguous, and to the point
 - 4. Common errors in questioning -- questions that can no longer be asked

Conducting The Interview

- A. Climate For The Interview -- Set The Stage
 - 1. Atmosphere, privacy, seating arrangements, interruptions, and time span
- B. The Crucial First Two Minutes
 - 1. Establishing rapport -- put the applicant at ease
 - 2. Setting the tone for the interview
- C. Clarification Of Your Role
- D. Building And Maintaining Two-Way Communication
 - 1. Questions beyond the resume
 - 2. The importance of non-verbal communication
 - 3. Active listening -- maintain control
 - a. beware of hearing what you want to hear
 - b. the danger of talking too much
 - c. giving feedback i.e., "Please explain", "Tell me more"
 - d. remembering important facts -- take notes
 - 4. How to handle the problem applicant
 - 5. Letting the applicant ask you questions

Terminating The Interview

- A. Making No Commitments -- Promises Can Be Broken
- B. Summarizing The Interview To Clarify Key Points
- C. Parting In A Friendly, Collaborative, And Positive Manner
- D. Evaluating The Applicant
 - 1. Were the purposes and objectives achieved? Why or why not?
 - 2. How did you feel about the applicant? -- strong and weak points
 - 3. Comparing candidates
- E. Checking References
- F. The Wrong Decision Can Be Costly Not Only In Terms Of Money

Action Plans And Summary