

The Effective Interviewer

The difference between a “good interviewer” and a poor one is enormous, and unfortunately most of us tend towards the latter for a number of all too common reasons.

So, in looking to improve our performance as interviewers, it is important to use any tools that are available to us. This is where profiling can be a useful tool during the interviewing process. It can help in:

- Identifying how our own values affect the interview process and our approach to conducting interviews
- Identifying where there may be a gap in our team
- Identifying the type of person, we ideally require for a job
- Identify a person’s characteristics and strengths and weaknesses during the interview process
- Identify the possible risks of a potential candidate
- Create a match to the person we require



The Good interviewer

Attitude

The good interviewer has a positive approach to the interview. They are determined to get the best out of it – even if they know there may be unpleasant, awkward or embarrassing areas to cover.

They take the interviews seriously and do not treat them as just another annoyance or irritation in

their busy daily schedule. They are prepared to adapt their style to get the right results and uncover person’s characteristics

Preparedness

Successful interviews rarely ‘just happen’. They may appear that way, but the good interviewer knows in advance what they want from the interview and they will have thought through major areas for discussion. This will then enable them to do any necessary research prior to the interview and to consider how they will tackle any difficult areas, together with alternative approaches.

Control

An interview may be a “conversation with a purpose”, but one of the participants has to direct and steer it, and it ought to be the interviewer! This means that, assuming the preparation has been thorough, the interviewer must remain in control of both themselves and of the interview no matter what happens. Interviewees can and do occasionally become emotional, hostile, silent, excited, sullen, argumentative, and so on, and the interviewer needs to be able to put the interview back on the rails in order to achieve their desired end result. Understanding the type of behaviour that is being demonstrated

It should also be fairly obvious that if the interviewer becomes emotional, hostile, silent, excited, sullen or argumentative then the likelihood of the interview reaching a successful, businesslike conclusion is greatly reduced! Interviewers need to remain calm – both inwardly and outwardly – in order to retain clear thought processes throughout the interview.

The Person Specification

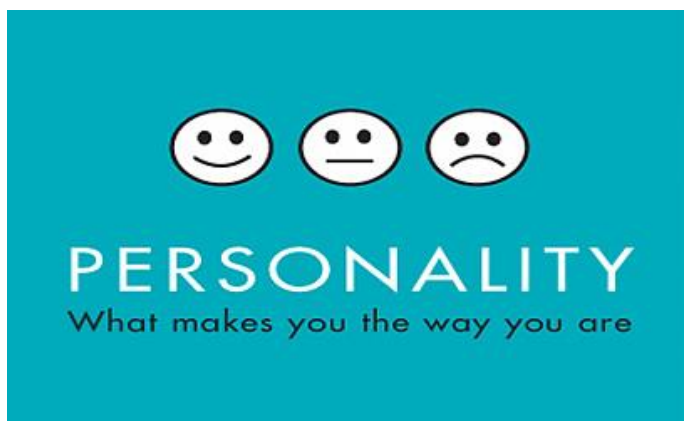
We will often specify a job description for a role, but not always a person specification. This describes the person required to do the job.

This needs to be approached from two angles:

- What qualities are needed?
- How desirable are these qualities?

The qualities may be broken down under three major headings:

- Personality/behaviour
- Expectations/motivations



We are going to focus on the latter 2.

Personality/Behaviour

In this section, such things as introversion/extroversion, leadership, team fit and attitudes to change should be categorised. If “team fit” is important, again this is the heading to place it under.

Expectations/Motivations

Things to consider here include:

- Rewards
- values
- career
- motivation

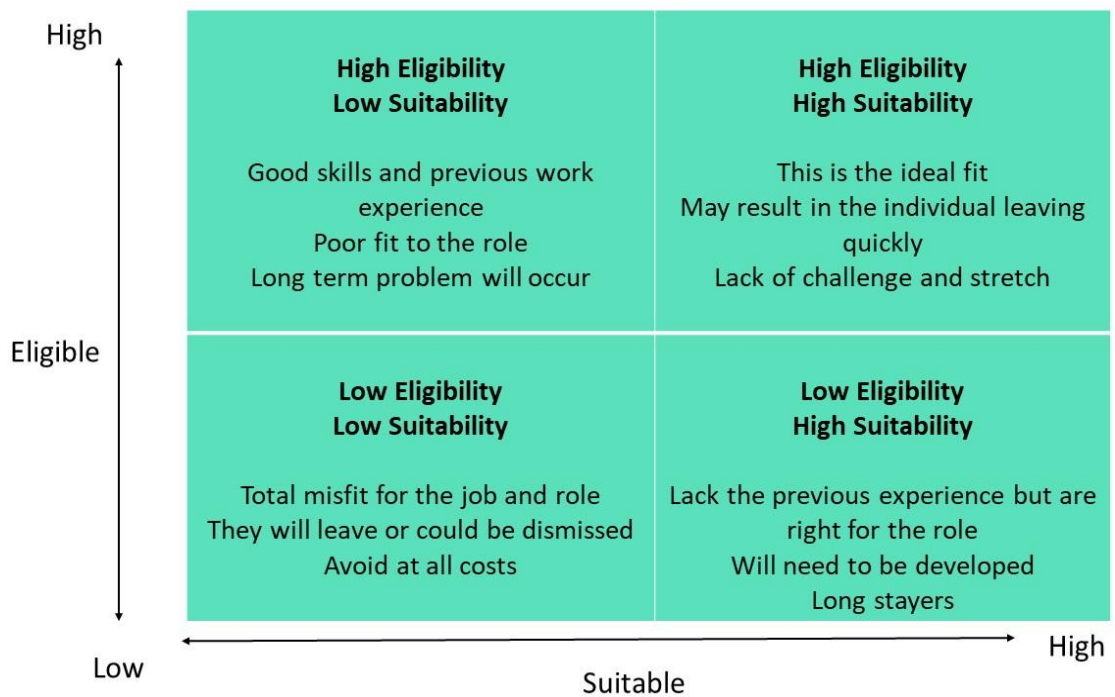
Once the qualities for the job have been defined, their desirability needs to be considered. These should be thought about under three headings: those qualities that the candidate must possess, those they should possess, and those that would be nice to possess.

When you are looking to place a candidate you need to establish 2 criteria

- Eligibility – Entry criteria
- Suitability – performance criteria

We need to ensure we use the right criteria for the person and job specification and then compare the candidates against the criteria.

The Comparison Between the Two Factors	
Eligibility	Suitability
Relevant work experience	Aptitude
Qualifications	Versatility
References	Assessments
Acceptability measured during the interview	Good team role fit with the job, are they right person for the role



We then need to establish where the candidate fits on the eligible and suitable scale. This will then enable you to choose the right candidate.

