

# A process approach to effective interviewing

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## Why a Process?

If you were to ask ten of your managers “what’s the best way to interview” I suspect you would get ten different answers, each convinced that their way was the best.

Every time you recruit you have the opportunity to make a decision – either good or bad. You can recruit talented people, average people or people who are and are likely always be poor performers. The financial crunch between 2012-2014 has shown all of us that most organisations were over staffed, reductions in organisational numbers in many cases resulted in higher productivity and greater organisational efficiency. The reason that numbers could and have been reduced is that those companies had a disproportionate amount of poor and average performers – and yes someone had recruited them.

A survey completed in 2016 in the Middle East of over 1000 employees in 110 large companies showed that talented people do almost 6 times more work than poor performers; the financial implications of inadequate recruitment are massive.

In a case study(2017) a company employing 3000 employees examined what the cost of poor performers were in one year. Out of the 3000 employees 22% were classed as poor performers, so who recruited them? The financial cost to the company in lost hours worked amounted to £48 million each financial year.

The process approach introduced in 2017 replicates what some of the worlds most successful companies use and the latest in psychological research. Companies who use this process approach to recruitment include Intel, Google, Apple, Microsoft and Facebook. What have they in common? They are vastly rich and successful, have low turnover and the bulk of the workforce is what would be called Talented.

## The traditional face-to-face interview

The reasons that just face-to-face recruitment fails are a combination of the following. This is not an opinion but based on reliable current studies and fact.

Is it valid ?

The unreliability of the face to face interview due to bias and the fact they do not measure what they are designed to do.

## Interviewer motivation

Because interviews are a long process attentions spans wane. Accuracy of the interview is based on the interviewer's ability to pick the right applicant. If testing is omitted this becomes an unreliable method.

## Office politics

Can result in a significant blow to interview validity. Interviews to be relatively easy to 'fix' due to interviewers favoring certain candidates; they can nod and smile to encourage those they like, whilst provoking unfavorable applicants with negative or blunt remarks.

## Lack of training

The vast majority of people who interview have been inadequately trained, or not trained at all. The results are apparent as interviewers do not tell candidates what dimensions will be covered/assessed in the interviews as this will cause applicants to prepare answers that say the right thing/what interviewers want to hear.

## Unstructured interviews

An unstructured interview with potential future employees is a method used by managers in order to

'Read between the lines', size them up, and ascertain whether or not they are the right person for the position. Managers have a heavy preference for unstructured interviews because it allows them to go with their gut and use

their intuition, potentially spotting idiosyncrasies that would be missed in analytical measures. Managers commonly overestimate the influence of intuition, whilst dramatically underestimate the validity of more robust measures.

\* The Panel Interview

It is one of the most potentially ineffective ways of interviewing yet many organisations are still using it. The reason they do is to avoid accountability, to be seen to be involved and in some instances people are on the panel so they can show their peers how clever they are.



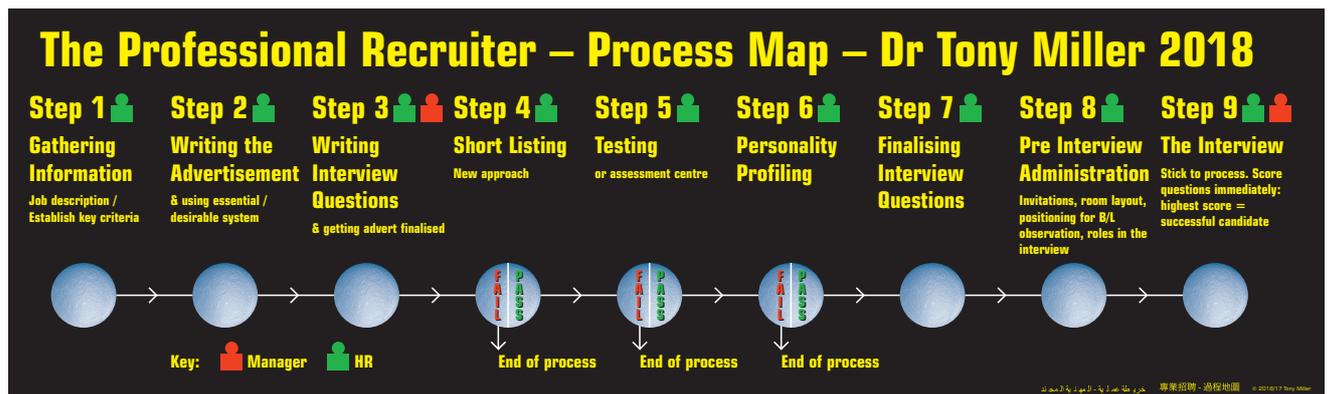
Candidates often find the panel interview overwhelming and intimidating and for that reason introverts do not perform well in such conditions. The most effective would be two people interviewing.

#### A Process approach

A process approach helps to avoid most of our problem areas and also the underlying issue that managers, in the main, only recruit people they like.

One of the most significant changes in the process is testing. Regretfully we live in an age where forgeries are easy to come by and candidates seem to master the art of telling lies or vastly over sell their strengths very well, infact everything is stacked against the untrained gullible interviewer. Testing gets right down to what people know now. Branded tests exist for almost every job at every level and are very accurate. Talented people relish tests, average people put up with them and poor performers always complain about them; that should tell you something.

The interview its self is based on pre written and scoreable questions. Each candidate gets the same question delivered in the same way. The replies are then scored at the point of reply. How do you know if a candidate is not telling the truth, we employ two techniques. Probing questions designed to find out more detail and the use of body language observation.



### Body Language

Understanding and being able to decode body language is a very important and useful skill to have. Men always want to know how to tell if women like them and women always want to know how to tell when men are lying. Although these are interesting things to know, finding out more about body language is a complex and involved subject. Here are some areas that will help.

### Telling Lies

Detecting when people tell lies is very important.

### The simple signs:

- When people tell lies the simple signs are:
- Hand over the mouth or close to the mouth
- Breaking off eye contact
- Shifting around (squirming)
- Men get sensitive in the neck area and will some time touch or rub their necks
- Women sometimes get red in the front of the neck

### More complex signals

Most people believe that liars give themselves away by

what they do/ rather than what they say or how they say it. The best indicators of complex lying are to be found in people's speech and in their body language.

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