

12
STRATEGIES TO
IMPROVE
YOUR ODDS
OF FINDING THE
BEST HIRE

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#### STRATEGY 1

# INTUITION, KNOW THY PLACE

#### FIRST-IMPRESSION TEMPLATE

Before beginning the interview, mark your answer to the following question. On which side of the mid-line does your first impression of the candidate fall?



Now that you have logged your first impression, your job is to ignore it.

Your first impression is a *single data point*—don't allow it to impact the rest of the interview.

During the remainder of the interview, *resist temptation* to justify your first impression.

Only assess the candidate on the questions you ask them.

The final result may or may not align with your first impression.

# **STRATEGY 8**

# AN INTERVIEW IS A GLIMPSE

# ANNOTATED RESUME FOR AN INTERVIEW

### **CANDIDATE NAME**

NAME OF GRADUATE SCHOOL GRADUATE DEGREE	How does the role with our organization fit into your career path so far?	
NAME OF UNDERGRADUATE-SCHOOL BACHELOR'S DEGREE	You had some great accomplishments her Tell me 2 or 3 things you were not able When we do reference checks, which of the accomplishments in this organization	
PERIENCE		
THIRD ORGANIZATION	City, State	
Managing Director —	Tell me more about your role on this	
Member of the 4-person leadership team that	leadership team	
<ul> <li>Manage a national program that</li> <li>Oversight of an annual process that attracts 2,000</li> <li>Manage three teams with four direct reports</li> </ul>	And how about the top 3 skills you leveraged as Managing Director	
Senior Director  8 Management ofwith additional responsibility for 3 cross-or	What are the top 3 skills you leveraged as Senior Director	
<ul> <li>Led the creation of the organization's first strategy for</li> <li>Revamped the internal staff professional development plan</li> <li>Developed a formal career progression/path for 400 employee</li> </ul>	Tell me the top 3 skills you leveraged as Director	
Director —	Why did you leave this organization? Wh	
Managed two direct reports, consultants, and all aspects of	did you take the next role?	
<ul> <li>Implemented the firstMore than doubled results from X to</li> <li>Redesigned processes for</li> <li>Created strategic partnerships to further</li> </ul>	You had some great accomplishments he Tell me 2 or 3 things you were not able	
SECOND ORGANIZATION	When we do reference checks, which of t accomplishments in this organization	
Project Manager —	accompnishments in this organization	
<ul> <li>Directed team of specialists and a staff of 15 part-time emplo</li> <li>Co-led expansion from 25 sites to 88 sites</li> </ul>	What lead to this expansion? Who work on that with you?	
<ul> <li>Pursued new business developments, increased the number of</li> <li>Coordinated staff training, site preparation, and program eval</li> <li>Project Associate</li> </ul>	How about the top 3 skills you leveraged Project Manager	
Evaluated joint venture opportunities     Analyzed potential Fortune 500 clients	Tell me the top 3 skills you leveraged as Project Associate	
<ul> <li>Wrote a comprehensive report detailing</li> <li>Reported directly to Senior Vice President of the division</li> </ul>	Why did you leave this organization? Wh did you take the next role?	
FIRST ORGANIZATION	You had some great accomplishments he Tell me 2 or 3 things you were not able to	
Assistant Manager	Tell me 2 or 3 tnings you were not able to accomplish.  When we do reference checks, which of these accomplishments will your manage be able to discuss as evidence of your ski	
Responsible for programs in 25 regions  Hired, trained, and supervised a staff of four to six part-time of Developed and administered  Researched, analyzed, and synthesized information related to.  Consistently met the needs of over 150 clients on a weekly ba		
ADDITIONAL  Conversational Spanish. Avid mountain biker. Familiar with Jav	Tell me the top 3 skills you leveraged wh in this role. Just share the skills, at this point I don't need examples.	

# PROVINCIAL INTERVIEW FOLLOW-UP QUESTIONS

Base Question: Think of a project you are currently managing, preferably one that involves or impacts multiple people.				
In two or three sentences, what is the goal of the project?	Provides context for the remainder of the questions.			
What is your role?	Provides context for the remainder of the questions.			
Who are the main people involved in the project? What are their names?	Provides context for the remainder of the questions.			
Outside of this project, how often do you interact with them?	If they are strong relation- ship builders, they don't only interact for this spe- cific project. They go to lunch with them or drop by their office to say a few words for a few minutes.			
Who do you know the best? Who do you know the least?	This sets up the next question.			
Why do you know "NAME OF PERSON" the best?	Helps the interviewer understand how the candidate gets to know people.			
Why do you know "NAME OF PERSON" the least?	Helps the interviewer understand how the candidate gets to know people.			
(Interviewer picks a name the candidate mentioned.) Tell me something about "NAME" outside of their professional lives. You don't need to share anything sensitive, but if you were describing this person outside of their work life, what defines them?	Strong relationship building requires a personal connection and an understanding of people outside of just their work skills. Strong relationship builders connect with people as a whole, not just as coworkers.			

Base Question: Think of a project you are currently managing, preferably one that involves or impacts multiple people.				
(Interviewer picks another name and asks the same question.) Let's do that again. Tell me something about "NAME" outside of their professional lives.	Strong relationship building requires a personal connection and an understanding of people outside of just their work skills. Strong relationship builders connect with people as a whole, not just as coworkers.			
How often do you meet with this team? Do you meet individually or as a group? Do you meet at the office or over lunch outside the office?	There isn't a right or wrong answer; external factors might influence this. However, strong relationship builders tend to break out of the normal flow of work to connect with others. They use lunch, coffee, off-site time to build relationships.			
Which of the people is most critical to the success of this project? What motivates him/	Strong relationship builders spend time (either naturally or deliberately) getting to			

know what drives others.

her? How do you know?



#### SAMPLE INTERVIEW ASSIGNMENT

You will discuss the following assignment with our team during

your upcoming interviews next week.

One of our work streams/lines of business is "\_\_\_\_\_\_"

What we do well is "\_\_\_\_\_\_"

Our problem is "\_\_\_\_\_\_"

Here are some places online to learn more about this industry/our organization/how others are addressing this/etc.:

During the interview, we will spend twenty to twenty-five minutes discussing your solutions to our problem. The first five minutes will be dedicated to you asking us questions based on what you have learned so far. You can ask any question to better understand the problem, the history, the context, and so on. We will then use the remaining time to discuss your ideas for solving the problem.



### FORM TO ASSESS WHAT PEOPLE SENSE

Qualities	Didn't Notice	Did Notice	Potential Issue
Self-Awareness			
Empathy			
Another quality			
Another quality			
Etc			