

Interview Tips for Success

What you need to know to maximize your candidate selection process.

The Cost of a Bad Hire

More than three-quarters (77 percent) of senior managers admit to recruiting the wrong candidate for a role, and 56 percent say the negative impact is more severe now than it was pre-pandemic.

Higher turnover costs, reduced productivity levels, and lower organizational morale are just three possible impacts of hiring a poor fit for your organization.

(Source: HR Reporter)

Did you know

the cost of a bad hire is somewhere between 1.5 to 3x their annual salary?

And these numbers are just scratching the surface! The costs associated with posting a job, involving HR and managers for the interview process, onboarding an employee, and organizing training and benefits tend to be significant.

A wrongly hired mid-level Manager who is set to earn \$80,000 annually, for example, can cost your organization between \$90,000 and \$210,000 — a costly penalty that can easily be avoided by approaching interviews correctly.

Interviewing 101

What to Look For

To ensure you're positioned to hire the most qualified candidate, interview questions need to aggregate information that touches upon **three core "buckets"**:

1

Competencies:

Are the candidate's values aligned? Is the candidate a fit for the organization and does the candidate have the ability to demonstrate behaviours that will benefit the position?

2

Experience:

Does the candidate have relevant experience and professional achievements to suit the position?

3

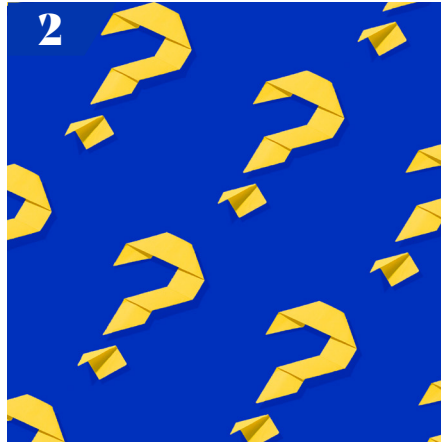
Knowledge:

Does the candidate have relevant professional and technical skills to thrive in the position?

How to Execute:



1 **Review** the candidate's resume preliminarily against the "buckets" outlined above.



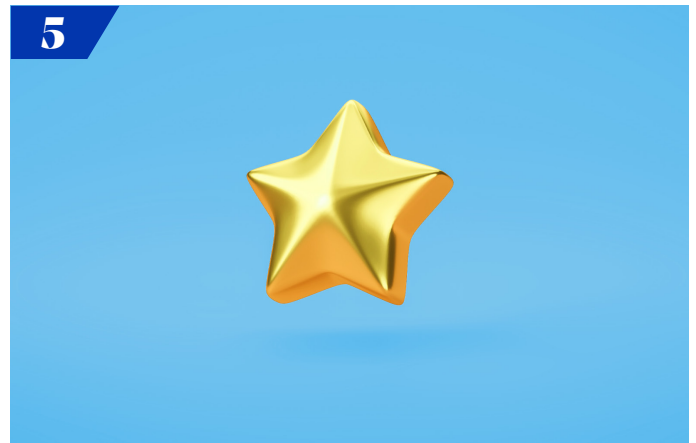
2 **Plan** for the interview by preparing your questions and ensure they are consistent for all candidates for the role.



3 **Open and conduct** the interview. Avoid leading questions, focus on the candidate's work, and ask 2-3 behavioral questions per competency.



4 **Close** the interview by answering any questions about the position and explaining next steps.



5 **Evaluate** the data you collected during the interview against the "buckets" and established criteria and select your candidate.

Sample Interview Prompts & Questions to Consider

Getting to know your candidate...

- Let's explore your understanding of our business. What can you tell me about our company?
- I have reviewed your resume and would like to ask you to begin by giving me an overview of your experience as it relates to this opportunity.
- What is motivating you to leave your current position?
- How does this role contribute to the professional goals you've set for yourself?
- What was your primary contribution or achievement in your last or current position?
- Based on your last performance appraisal discussion with your manager, what are your strengths and areas of development?

Sample Prompts for Assessing Competencies

Assessing Fit For Leadership:

- Effective team building involves establishing and achieving the goals important to the team while ensuring successful cooperation amongst and within the team. Share a situation that describes your ability to achieve this.
- Describe your performance and career development approach with your team. What role do you play in supporting your team's individual development plans in enhancing their performance?
- Describe your last goal-setting session with a direct report. What role did you play in the discussion? How did you help your direct report tie their goals back to the company's strategy?

Sample Prompts for Assessing Competencies

Assessing Communication Competency:

- Tell me about a specific experience of yours that illustrates your ability to influence others. Feel free to use an example that involves changing an attitude, selling a service/idea, or being persuasive.
- How to ensure your messages are concise without losing the main intent and content? Provide an example of this.
- Describe a time when you were not effective in getting your point across. What contributed to this? Looking back, what would you have done differently?
- What different approaches do you use when talking to different groups of people? How have you altered your style with more demanding personalities?

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