

A low-angle photograph of a man in a dark suit and light blue shirt leaning against a modern, glass-walled building. The building's facade is composed of blue-tinted glass panels and dark metal frames, creating a strong geometric pattern. The sky is bright blue with scattered white clouds. The man is looking directly at the camera with a serious expression.

INTERVIEW FOR EXCELLENCE

~ Employer Guide ~

By John Mehrmann

INTERVIEW FOR EXCELLENCE Employer Guide



Position: _____

Department _____

Name _____

Date _____

Updated: April 7, 2007

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INTRODUCTION

One of the most critical decisions that you can make in business is the selection of talented people to do the job. With every responsibility is an equal degree of authority. Choose the individuals that you can trust to have both. The people that you hire will be the foundation for future progress and performance. They will be the source of the ideas and talents that you will rely on. They will also be a reflection of your organization to your customers, and your ability to recognize character will be a reflection on you. No other investment will have as much impact on other employees or the growth of your business as the placement of the right people in the right positions. Learn and practice techniques that will give you the competitive edge to hire the best of the best.

When preparing to post a New Job Opportunity, be sure to identify the Key Job Factors and Core Competencies in advance. Include specific references to Key Job Factors, and Education or Experience requirements to help candidates model their applications and prepare for an interview. After reviewing resumes and identifying potential candidates, it is beneficial for all parties to arrive at the interview well prepared.

Take time with the selection process and be patient during the interview. Always allow time for discussion. Many interviews can take one to two hours, and may require a second or third interview session. Take time to compare multiple candidates. If you rush to fill a position and choose unwisely, you may have to suffer the consequences for a long time. It is far better to be patient and enjoy the lasting rewards of a motivated, hard working, qualified and talented individual.

“Be a yardstick of quality. Some people are not used to an environment where excellence is expected.”

- Steve Jobs

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The Interview Workbook



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PREPARATION

Plan

Define the Position Requirements

Identify Skill, Training, Education or Experience Requirements

Identify Key Job Factors and Core Competencies Required

Identify Behavioral Traits Required

Weighted Scale - Required compared to Desired Qualifications

Executive Blueprints has created an Interview Workbook (Excel Tool) for you

Define Five Key Job Factors

There are samples provided in the workbook, or you can create your own

Key Job Factors – Duties / Responsibilities of the Position

Examples

Key Job Factors

Cut & Paste, Modify or Create your own



Develop partnership relationships

Existing Pipeline, experience with developing sales channel

Product demonstrations, training, presentations and seminars

Forecast sales, market trends and customer demands

Manage customer expectations and customer satisfaction

Manage / coordinate Supply Chain

Manage / coordinate logistics

Develop New Business, New Markets or New Products

Manage Accounts Payable with standard accounting practices

Manage Accounts Receivable, Collections and Adjustments

Experience with operating equivalent equipment / machinery

Industry Certification, Trained, 2-5 years relevant experience

Extensive knowledge of associated legal requirements or regulations

Proven excellent written communication skills

Ability to communicate and correspond in multiple languages

Experienced leadership, organization and planning skills

Direct, manage, control and implement multiple concurrent projects

Customer Relations or Call Center Experience

Experience with required software applications or programs

Degree or 5-10 years experience in designated field

Ability to travel extensively, adaptable to regional cultures

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Behavior Characteristics – Personal attributes and character traits that contribute to successful performance.

Define Five Behavior Characteristics

There are samples provided in the workbook, or you can create your own. Some positions require leadership skills, while other positions require diligence and attention to detail. Some environments require individual motivation or perseverance, while other roles require teamwork or the ability to follow direction. Determine the relevance of an analytical style or a creative style, and then decide which characteristics are most important to the position.

It is far easier to teach skills than to influence or modify behavior. Various styles of behavior contribute to performance in different ways. Match the behavior to the roles and responsibilities and the individual will have a greater opportunity to succeed.

Examples **Behavior Characteristics** Cut & Paste, Modify or Create your own

	Self-Motivated, initiates actions
	Goal / Result Oriented, understands and focused on deliverables
	Excellent listening skills (active listening) and comprehension
	Logical, methodical, detail oriented
	Group / Team oriented, supportive
	Visionary, Creative, imaginative and / or artistic
	High tolerance for stress, able to manage difficult situations or people
	Flexible, adaptable, ability to adjust to changing environment
	Integrity, reliable, credible and trustworthy
	Enthusiastic, energetic and / or gregarious
	Leadership style, motivation method, coordination method
	Range of interests or related knowledge
	Sensitivity, consideration for others, awareness of environment
	Tenacity, persistence, intestinal fortitude
	Rapport Building, Persuasiveness, Convincing, ability to negotiate
	Independent, confident, resilient
	Analytical, ability to judge / compare and determine appropriately
	Professional, organized, prepared and confident
	Customer oriented, dedicated to customer satisfaction
	Motivated by achieving goals, personal development or company
	Motivated by Career advancement, financial gain or recognition

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Resume Review

What to look for

- Look for key words that match the Key Job Factors that you have defined
- Look for specific accomplishments, details, dates and numbers
- Look for specific references to Situations (potential topics for questions)
- Look for references to tools or situations that you are familiar with
- Look for topics to 'break the ice' and initiate discussion
- Look for growth / promotion / awards or recognition
- Look for attention to detail – spelling, format and accuracy
- Look for depth of knowledge or scope of experience
- Look to determine how one position may have contributed to the next

What to watch out for

- Accomplishments associated to the company or group (not individual)
- Ambiguous terminology or statements that have no detail to substantiate
- Statements of goals (in lieu of actual accomplishments)
- Resume or Application contains cut and paste quotes from Job Posting
- Frequent changes in similar positions during employment history

Preparing for the Interview

- Prepare some questions in advance
- Keep a copy of the resume or application available for reference
- Talk to other people who may be impacted, gather input

When to schedule interviews

- Give yourself plenty of time
- Don't rush the interview, allow time for all parties to relax
- Wait to schedule after you have prepared some questions



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STEP 2 THE INTERVIEW

The GOOD

Prepare an appropriate environment for the interview
Select a setting that will be similar to the workplace of the position

First Impressions

Others may have the same first impression that you do, remember it
Remember that First Impressions work both ways
- Every candidate could be a future employee

Meeting and Greeting

Be professional and courteous
It is not your turn to talk about yourself, the company or the employees

Establish your Style

Maintain control of the interview in a firm and friendly manner

Getting Comfortable

Help the candidate to relax so you can get to know the real person

Getting to the Truth

Ask Probing Questions and dig deeper into details
Ask for specific examples of situations
Ask for details of how the candidate responded to the situation
Ask what the results were and how they have used this experience

Patience with Silence

It is OK to wait while the candidate thinks
No need to rush the answers
A shrug is not a response, wait for words

Behavioral Questions

Ask questions about motivation
Ask questions about style
What do they want from this job?

Situation – Action – Results



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The BAD

Dealing with Crafted Responses

- Do not settle for a response that quotes the job description
- Dig for details and specific examples from their personal experience
- Ask for personal observations, not third party quotes or comments
- When receiving a cliché, ask for the relevance to the topic
- If one example comes too quickly, it is OK to ask for another

Patience with Opinion

- Opinion is worthwhile if it helps to identify motivation or behavior
- Opinion can illuminate the perception of previous authority or managers
- Opinion can define how the person perceives coworkers
- Opinion should not replace fact or details for measuring skill sets
- When confronted by opinion, ask about the reason for the perception

Rerouting Diversion

- Beware of the responses that dodge the question or divert the topic
- A question in response to your question is not appropriate
- You have the obligation to find the best candidate, stay on track
- If the candidate diverts, make a note and come back to the topic

Calling the Bluff

- Ask for specific detailed examples of quoted proficiencies
- Provide scenarios and ask for response
- Role Play if appropriate for testing communication skills and experience
- Dig into details on topics for which you have extensive knowledge

Avoid the Royal "We"

- Previous Company / group accomplishments are not achievements
- Pinpoint individual contributions to large projects
- Ask for details to define other participants and interaction
- Opportunity to understand Behavior Characteristics and teamwork

Digging into Details

- Dig until you are satisfied, after all, it is your interview
- You need to be convinced (one way or the other)

When enough is enough

- If there are no good answers at the interview, the job will be the same way
- Build a rapport in the interview, or move on to the next candidate

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The Legal

Some Laws you should know (treat everyone fairly and with equal opportunity)

Executive Orders 11246 and 11375

- Prohibits discrimination on basis of race, color, religion or natural origin

FCC EEO Rules

- Equal Employment Opportunity

Get to know State and Local Equal Employment Opportunity laws

- State and local laws may be different from Federal laws

Immigration and Control Act of 1986

- Verify employee identity and right to work in the US

Equal Pay Act of 1993

- Prohibits wage discrimination for equal skill, effort and responsibility

Age Discrimination Act of 1967

- Prohibits discrimination of any individual over 40 years of age

Vietnam Veteran Act of 1974

- Affirmative action to employ and advance disabled veterans

Rehabilitation Act of 1973

- Affirmative action for mentally and physically handicapped individuals

Americans with Disabilities Act of 1992

- Equal opportunities and accommodations for disabilities

Title VII of the Civil Rights Act of 1964

- Prohibits discrimination on basis of race, color, religion or natural origin

Some things better left unsaid – avoid these topics

Marital Status or Family Matters

Disabilities

Credit History

Age

Religion

Race, Ancestry or National Origin

Sex

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STEP 3 SELECTION

Record & Rate the Candidate Responses

- Rate / score candidate responses
- Make notes and comments as personal reference regarding your rating
- Beneficial for comparison purposes
- Save a copy in the event of dispute or question

Comparing Candidates

- The interview can help to determine accuracy of the resume
- Use a weighted average based on rating and importance of topic

Making a Decision

- Sometimes one meeting is all it takes, sometimes a 2nd interview helps
- Compare the candidate scores
- Confirm that the talents, skills and experience meet your requirements
- Confirm that the behavior supports the roles and responsibilities
- Consider the impact on customers and coworkers

STEP 4 MAKING AN OFFER

When to make an offer

- Don't settle for just anyone, wait for the right / best candidate
- When you know you have the right person, make an offer quickly

What to offer

- Determine the range that you can afford and the industry demands
- Understand what is important to the candidate and find mutual ground
- Compensation based on the position - not on the person

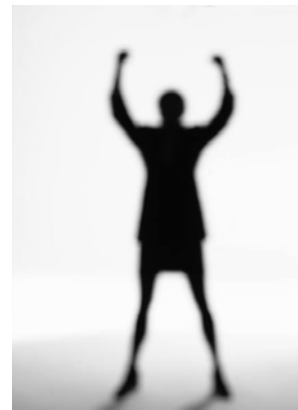
Waiting for a response

- Agree with the candidate on the number of days to respond to the offer
- Anything more than three days is a dubious commitment
- Move In or Move On

STEP 5 FOLLOW-UP

Celebrate the new associate

- Make Internal Announcements with history from resume
- Make a Training Schedule and meet coworkers
- Schedule External Announcements when appropriate
- Celebrate with the group / organization



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Position 0 Date

Applicant Name

Interviewing Name(s)

Be Patient
Let the candidate do the talking
Listen and Document Observations



"Situation - Action - Result" Questions

Key Job Factors

Response (1 - 10) Key Job Factor
Score 0

Comments & Observations

Response (1 - 10) Key Job Factor
Score 0

Comments & Observations



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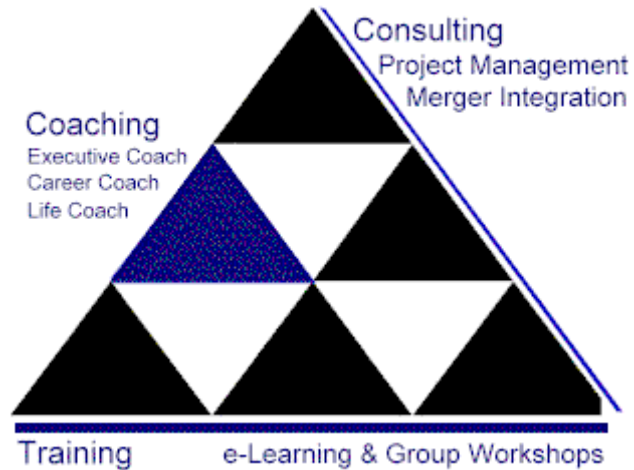
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More Impact, Less Interruption

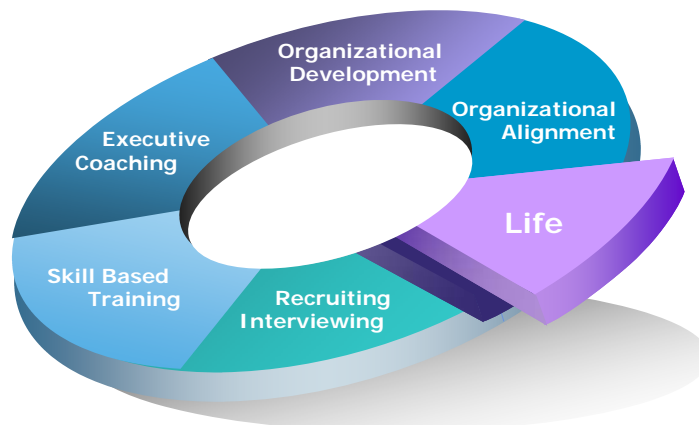
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The foundation of every organization is the talent of the people within it.



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4/7/2007