

INTERVIEWING SKILLS

| EVALUATING & SELECTING TALENT FOR THE MODERN MANAGER |

1. It's a Freak Show Out There

Why We're Talking About Interviewing Candidates

IF EACH OF US HIRES PEOPLE WHO ARE SMALLER THAN WE ARE, WE SHALL BECOME A COMPANY OF DWARFS. BUT IF EACH OF US HIRES PEOPLE WHO ARE BIGGER THAN WE ARE, WE SHALL BECOME A COMPANY OF GIANTS."

- DAVID OGILVY, FOUNDER OF OGILVY & MATHER

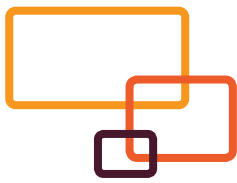


Are you a good interviewer? Do you know who to hire when you have an open position?

Don't worry, we're sure you're the best, too. There's just this one little problem—even companies widely thought to have the best talent level in the world admit when they really dig into it, they miss much more than they should. Consider this 2013 quote from Google's former VP of People, Laszlo Bock, noting that people at Google (just like you, me, we) are wildly inconsistent at hiring good people:

Years ago, we did a study to determine whether anyone at Google is particularly good at hiring. We looked at tens of thousands of interviews, and everyone who had done the interviews and what they scored the candidate, and how that person ultimately performed in their job. We found zero relationship. It's a complete random mess, except for one guy who was highly predictive because he only interviewed people for a very specialized area, where he happened to be the world's leading expert.

The weakest link in every technological chain: the human!



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Why Can't We Be Better at Hiring People for Our Teams?

Why are we so bad at hiring when each of us is a subject matter expert in the work that needs to be done?

A combination of research and practical experience at Kinetix suggest the following reasons for all the hiring misses across time at your company:

1. An over-reliance on Knowledge, Skills and Abilities – (from this point forward referred to as KSAs) which constitute all the practical experience you typically see on a resume—at the expense of other factors that drive whether a candidate will be successful at your company.

2. Overconfidence – Most of us as hiring managers feel we're pretty good instinctually at picking the right person for the job on gut feel—which leads to a lack of rigor for uncovering valuable information if we had a more natural fear of the process.

3. Bias – While unlawful forms of bias are generally covered by legislation like Title 7, the real challenge for most hiring managers is a wide range of bias not deemed illegal but at times more damaging due to their subconscious nature. (We'll cover these at length shortly).

4. Shortcuts and Gimmicks – Have you ever made a hiring decision you weren't sure of but moved forward in the interest of time? Do you have favorite interview questions that you swear by? If so, shortcuts and gimmicks are something that naturally limit the hiring decisions you've made in the past.

5. A focus on hypothetical situations in interviews rather than specific situations that a candidate has actually dealt with – It's easy to be conversational and ask hypothetical questions. Problem is, hypothetical questions lead to hypothetical answers, which tend to be non-predicative of performance and behavior once a candidate is part of your team.

6. The behavioral DNA of the hiring manager – Uncovering quality information during the interview takes diligence, fearlessness and a specific behavioral DNA. Even if you effectively control for the other factors on this list, you may have components to your behavioral DNA as an interviewer that limit your natural willingness to probe as hard as you need to.



We've all been subject to some of these natural tendencies/limitations as interviewers for open positions on our teams. In this module, we're going to introduce the concept of **behavioral interviewing** as a way to increase the rigor of your interviewing and get the best information possible—so you can make better hires throughout the rest of your career.



According to the U.S. Department of Labor, a bad hire will cost the company 30% of that hire's salary on average.