

The Interview Structure

Currently candidates are on only on the job market for an average of 10 days, which means that hiring decisions must be made faster than ever. It is hard to be confident that a candidate matched the needs of the job if the deal-breakers and matching is not tracked. Plus, it is hard to compare multiple candidates if they are not asked the same questions. To complicate the qualifying process, employers are competing for talent and have to market their job opportunity at the same time they are evaluating the candidate.

To assist hiring managers with interviewing precisely for matching their needs to the candidate's abilities and staying on track with upselling their opportunity, the following "Precision Interview" tool can be used.

Interview Format

1. Break the Ice:

Candidates can be nervous, put them at ease. Do not ask the candidate to tell you about themselves. Instead outline the interview process and start with an easy question.

2. Confirm Job Match:

Often a hiring decision is delayed due to a lack of certainty the candidate matches most of the primary aspects of the job. There is not typically a "perfect" match, and culture fit is usually the primary priority. By keeping track of the matching, hiring managers are stating they are more confident to hire faster, thus keeping them competitive in this current market. It is OK to use visual aids such as goal sheets, job descriptions, and input from employees. Then, confirm the deal breakers such as: software, production levels, education, job title, desired pay range (not actual offer), hours, and days.

3. Dig into the Details:

For each key job aspect, ask drill-down and open ended questions to solicit more information: "list 5 things, describe from A to Z, in detail what was, how, why, what else."

4. Trait Match:

Select the traits that are most important to you for this position, and ask behavioral questions that are designed to reveal those traits. It is important to avoid steering the right answers (ex: Tell me when you successfully created abc when you were doing xyz)

5a. Candidate Priorities:

Determine what priorities this specific candidate has. "What are your top 5 priorities for your next job?" Focusing on their priorities reassures the candidate you are interested in their success as well as further qualifying if they would thrive at your company. Our national employee survey revealed that the top two priorities for keeping a job and taking a job were #1 Top Pay and #2 Career Path.

5b. Opportunity Match: **WIFM** What's In It For Me?

Upsell your company and the position by matching your offering to the candidate's priorities and skills. By doing this you are ensuring the candidate knows what's in it for them.

7. Closing:

Give them an opportunity to ask questions if they haven't. Document the questions they ask. Are they generic or do they seem genuinely interested? Are they leaning towards something that does not fit? Set expectations for the next steps. Have them reach out to you if they are interested. It will help demonstrate their sincere motivation for your job, not just any job.

Sample Interview

1. Break the Ice

Thank you for coming in today. I hope that our location was easy to find.

2. Confirm Job Match

The opportunity is for someone to be doing _____. Let's go over the top six aspects of the position and how well they fit who you are:

Job aspect	Describe how you've done something like this before	Match? 0: no 1: mostly 2: yes	deal breaker Y/N

3. Dig into the Details

How often? • % of your time? • How? • Why? What else? • Who else worked with you on that? • Turnaround time? • Tools/Processes used? • What challenges did you encounter? • What are you most proud of doing? • What will you be remembered for?

4. Trait Match

Trait	Possible Questions
Sense of Urgency	Can you tell me about the last project you completed ahead of schedule? What allowed you to beat your deadline? When did this last happen?
Strong Customer Service Skills	Can you tell me about a time you did something extra for a customer that you didn't have to do, but you did it because it would be better for the customer?
Strong Work Ethic	What work ethic means to you? Can you tell me about a situation where your work ethic shined? Can you tell me about a time you went the extra mile with you did not have to?
Reliability	When we check references. What percent of the time, in a year, will they say you were reliable?
Teamwork	Can you tell me about a time you worked on a team. What was your role on the team? What did you contribute?
Proactive	Can you tell me two or three things you did last year to improve a process, save time or save money? Did you earn any recognition or awards?

5. Candidate Priorities Opportunity Match: **WIFM** What's In It For Me?

- a. At this point in your career, what are your top priorities in any next job you take? (ex: pay, career, culture, make a difference)
 b. I'm excited about this opportunity we have because:

a. Candidate's priorities and key skills	b. Match your enticing aspects of the 1) career path 2) company 3) culture 4) need they solve, to their priorities / skills

What do you think it would be like working in an environment like ours?

6. Closing – Put the Ball in Their Court

What questions do you have for me? • If you are interested in continuing the interview process, the ball is in your court to reply with a description of why you are the right person for the job. • On our end we are interested in continuing the process