



INTERVIEWING & SELECTING WINNING TALENT (A Step-by-Step Guide to Behaviour- Based Interviewing)



10 POINTS



There is not a single factor that will have more impact on the success of your organization than the people you pick. Research conducted by Jim Collins for his best seller Good to Great concluded that the great companies put people before strategy.

If you have the right people in place, the issue of motivating them and driving them to produce results largely goes away. If you don't have the right people, the best strategy in the world won't save you.

Learning Outcomes

The goal of this program is to provide participants with practical, easy-to-use tools to help them assess candidates more objectively. The focus is the Behaviour-based Interviewing, which has been shown to be 3-5 times more effective than the traditional interview.

Participants will learn how to:

- Determine critical behaviours and interview questions for a specific job
- Use past behaviour as a predictor of future performance
- Conduct legally defensible interviews
- Link reference checks to critical job behaviours
- Get beyond the canned responses of the well-coached candidate

Program Outline:

Introduction:

- Workshop: Recruiting and Interviewing Challenges
- Top Ten Hiring Mistakes
- Three Levels of Appraisal – appear to, can do and will do
- Workshop: Identifying factors that Differentiate High and Low performers
- Introducing a three step interviewing process: Define, Assess, Document & Decide

Define the Job:

- Workshop: Analyze a job you are recruiting for
- Appraising résumés and preparing for the Interview
- Telephone interviewing



Assessing the Candidate:

- Human Rights Issues
- Structuring an interview
- Types of Interview Questions
- Workshop: Developing Behaviour-based questions
- Probing to get detailed and candid responses
- Workshop: Role Playing the Interview

Document & Decide:

- Effective interview documentation
- Workshop: Scoring Responses
- Reference Checks

Walk Away Tools:

Participants will leave the session with a workbook containing the following tools:

- The McQuaig Job Analysis™ - Used to understand the Key Job Requirements (hard & soft skills)
- The McQuaig Interview Guide™ - Used to effectively document and score the interview
- Sample Behaviour-based questions and probes
- Twenty-one Interviewing Tips

The Facilitator:

Michael Gravelle, CHRP is Managing Director of The McQuaig Institute®, Toronto, Canada, an International Organization committed to helping companies assess, select, and develop the most productive people. He has worked with a number of organizations, including Johnson & Johnson, ING and CIBC, helping them get the right people on the bus by developing more thorough, objective assessments of job candidates.

Michael delivers *Interviewing & Selecting Winning Talent* as a public program through The Human Resources Professional Association (HRPA), and The Executive Committee (TEC), an association of presidents and CEOs. Michael has written numerous articles on selection and assessment for such publications as *Hiring & Firing*, *The Canadian Retailer* and *htc – Canada's High Tech Career Journal*.

The cost is \$675, plus GST, per person.