



Leadership Essentials

**Avoiding
Interviewer
Mistakes**



PARTICIPANT GUIDE

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Participant Guide

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Objective: In this lesson, we look at four types of interviewers, the most common errors made by ineffective interviews, and help you become the interviewer that candidates want to work for.

Are you Likable and Challenging as an Interviewer?

"Top talent needs to be impressed with your interview process, and they need to be impressed with you as the manager." ~ Ian Mathews

Challenge: For each type of interviewer (The Jerk, The Flake, The Glad-hander, and The Role Model), think of a time when you experienced an interview with this type of manager. Answer the following questions for each:

1. How did you feel about the company, position and job opportunity after the interview?
2. What knowledge or insights did you gain from this interviewer?

<p>The Glad-hander</p> <p>1.</p> <p>2.</p>	<p>The Role Model</p> <p>1.</p> <p>2.</p>
<p>The Flake</p> <p>1.</p> <p>2.</p>	<p>The Jerk</p> <p>1.</p> <p>2.</p>



What Type of Interviewer are You?

Most interviewers get so wrapped up in selecting the right candidate that they ignore the impression they leave on the person who is interviewing. Have you ever thought about what type of interviewer you are?

Challenge: Below is a list of statements. Please indicate how strongly you agree or disagree with each statement on the next page. Answering the assessment honestly will not only set you up to succeed in your position, but it will also lead to more job satisfaction.

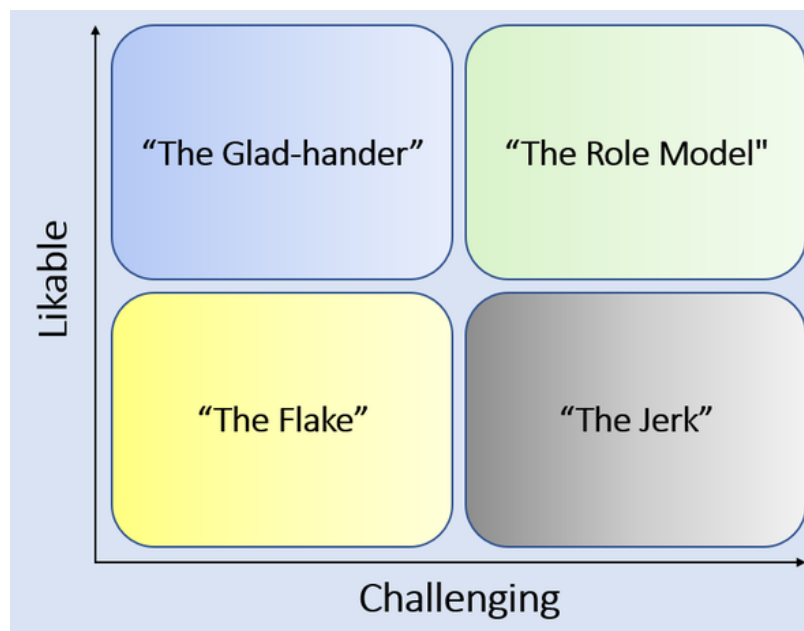
Statement		Strongly Disagree	Disagree	Agree	Strongly Agree
1	Ask deliberately difficult questions	0	1	2	3
2	Spend little time building personal rapport and dive straight into the interview	0	1	2	3
3	Providing a warm environment for the interview is important	0	1	2	3
4	Set a solid and transparent agenda for the interview	0	1	2	3
5	Set a high bar for performance	0	1	2	3
6	Check or answer your email and phone during the interview	0	1	2	3
7	Build rapport throughout the entire interview	0	1	2	3
8	Establish rapport and create a comfortable interview environment	0	1	2	3
9	Consider myself "toughest interviewer in the office"	0	1	2	3
10	Get distracted easily during an interview	0	1	2	3
11	Choose bantering over specific line of questioning	0	1	2	3
12	Ask specific and challenging questions with opportunity for open communication	0	1	2	3
13	Emphasize your own importance and dominance within the company	0	1	2	3
14	Rarely follow up on candidate answers	0	1	2	3
15	Leave the interview without enough details about the candidates' competency	0	1	2	3
16	Leave a positive impression on candidate	0	1	2	3

Calculating Your Score

	Q1	Q2	Q3	Q4	Total Score	Interviewer Type
Total your rating scores for questions 1, 5, 9, 13						The 'Jerk'
Total your rating scores for questions 2, 6, 10, 14						The 'Flake'
Total your rating scores for questions 3, 7, 11, 15						The 'Glad Hander'
Total your rating scores for questions 4, 8, 12, 16						The 'Role Model'

Score Interpretation

Score	Result Description
Score of 3 or less	If you responded accurately, your probability of exhibiting the behaviors of that particular interviewer type is low.
Score between 4 – 6	Indicates your probability of exhibiting some of the behaviors of that particular interviewer type is low to moderate.
Score between 7–9	Indicates a medium to high probability that you display the behaviors of that particular interviewer type.
Score of 11 or higher	This score indicates a very high probability that you are displaying many of the behaviors of that particular interviewer type.



Challenge: Reflect on your results. Which interviewer type did you score the highest? Lowest? What did this teach you?

Enter text here

"The type of interviewer you become is a conscious choice. Become a role model interviewer and YOU WILL convince a winning share of top talent to join your team."
~ Ian Mathews

Challenge: What type of interviewer do you want to be?

What steps can you take to avoid being perceived as The Jerk, The Flake, or the Glad-hander?

How can you recognize when you start to fall back into one of these negative types?

How can you remind and nudge yourself into the top right box, "Role Model?"

Interviewing Mistakes

Reflecting on the top 10 interview mistakes below, where does your company fall short?

- Candidates Turned Off By Your Process
- Candidate Chooses A More Organized Competitor
- Interviewer Is Overly Focused On Personality
- Interviewer Is Overly Focused On Technical Skill
- Interviewer Does Not Focus On Organizational Fit
- Interviewer Misses Critical Information
- The Company Has Not Defined Its Non-Negotiable Behaviors
- The Company Does Not Involve Multiple Interviewers
- Interviewers Make Snap Judgments
- Interviewers Focus Questions On Hypothetical Situations And Theory

Challenge: What steps could you take to improve on the interview mistakes you checked above?

"Experienced interviewers focus on past behavior, which is the best indicator of future performance."

~ Ian Mathews

Evaluating and Selecting Talent

Remember that an interview is a two-way process. You are evaluating candidates and they are evaluating you and your company.



"Having a process and using consistent questions will help an interviewer fairly evaluate each candidate and avoid hiring mistakes or misses."

~ Ian Mathews

Challenge: What aspects of your company's interview process tends to turn off candidates?

Challenge: What steps can you take to streamline your process and make the experience more positive? How can you shave time off this process and close more candidates?

Remember:

