



## Interviewing Tips

When conducting an interview, you want to keep a few things in mind.

1. You want to design the interview to extract evidence of the individual's performance. The best indicator of future performance is past performance.
2. Interview questions should be behavior based, meaning they should demonstrate the individual's behaviors, which can then be translated to competencies.
3. Use situational interviewing whenever possible. You achieve this by giving them situations and asking them how they would handle them or by asking them to describe a situation where they demonstrated the competency or behavior you are looking for.
4. When designing the interview, take into consideration three areas: 1. The skills and abilities necessary to do the current job, 2. The skills they will need to support your strategic direction (you do not want to outgrow their skills in 6 months) and 3. Culture fit.
5. To assist you in designing the questions, I have attached a worksheet. To identify the skills and strategic direction, you think first about the kinds of problems they would face in the position, now and in the future, then you think about what types of skills they will need to have to effectively handle those problems. You then design the questions to see if they have demonstrated those skills in the past. This worksheet will guide you through the process. The worksheet also specifically states some questions that address cultural fit.
6. Utilize the "500 Plus Great Interview Questions" that are contained in the [Interviewing and Selecting High Performers](#) book to assist you in choosing additional questions.
7. When you build your interview team, assign an area of focus for each interviewer. This will minimize redundancy. However, you may want to have a few questions that are asked by more than one interviewer to check for consistency from the candidate.
8. Make sure you debrief the interviewers after the process has concluded. Ask that they provide specific evidence of the candidate's competence.