14 Common Behavioral Interviewing Mistakes and How to Overcome Them

A guide to better interviewing for interviewers and their organizations.

By Bill Byham, Ph.D.

The Interview: A High-Stakes "First Date"

An interview is like a first date, in that both participants—candidate and interviewer—want to make their best-possible first impression.

But consider how technology has transformed dating. Now, that first meeting is often preceded by a "first impression" made online, via social media or dating sites that make it possible to gather more information about—or even screen out—a "candidate" before meeting face-to-face.

Technology has transformed job interviews in the same way. Except, the exchange of information doesn't happen on dating sites, but via LinkedIn, Glassdoor, job boards, online screening tools, and a company's own website.

While it might be tempting to think technology, and the free flow of information it has enabled, has made both dates and face-to-face meetings less important, the opposite is true. It's now possible to gather a large body of information on an individual (and, in turn, for an individual to share or reveal a great deal of information about himself or herself). That means meeting face-to-face is the only way to determine how much of that information is accurate—if the profile the individual has constructed in cyberspace is accurate and reflects the "real person"—and if the person is worth investing additional time to get to know better.

Of course, for either a date or an interview to go well, both parties need to draw on good communication and listening skills, compatibility, and more than a little bit of preparation. For a date, your preparation would likely focus on picking out the right outfit to wear (same for an interview, actually), suggesting the perfect movie or restaurant, and thinking through the stories you may or may not want to tell about yourself (that sounds a lot like an interview, too). Similarly, as you prepare to conduct an interview, you will need to carefully review any information you have on the candidate, determine the information you'll seek to gather and share during the interview, and consider the right questions to ask.

Unfortunately, too often interviewers don't prepare at all, as they mistakenly believe it's the candidate, and the candidate only, who needs to make a good impression. This couldn't be further from the truth when desirable candidates may have multiple employment options. And what's more, candidates are also able to do their own online research on the job, the company, and its reputation as a place to work.

In fact, it's never been more important for interviewers to be prepared for a productive conversation, to put candidates at ease, make sure they have a positive experience, and to sell candidates on the job and the organization.

For a behavioral interview, preparation is even more important. In a behavioral interview the interviewer must understand how to seek specific, job-relevant examples of the candidate's past behavior in situations similar to those in the job being filled. (Behavioral interviewing is based on the belief that past behavior predicts future behavior.) Once this data is collected, the interviewer also needs to understand what to do with it to make the best hiring decision.

According to SHRM, the average cost per hire for employers is more than $4,400 and the average time to hire a new employee is 36 days—underscoring that interviewing is an expensive activity.

And if, through poor interviewing, you hire the wrong person? That can be even more expensive. ERE Media estimates that turnover can cost an organization any-where from 30 to 50 percent of the annual salary to replace an entry-level employee and as much as 400 percent of the salary of a high-level or highly specialized employee. Indeed, an interview can be a particularly high-stakes "first date."

What Can Go Wrong?

One of the most important things an interviewer can do to prepare for an interview is become aware of the common mistakes made by interviewers—including themselves. That's where this guide can help.

What follows are 14 behavioral interviewing mistakes you need to anticipate and strive to avoid. Along the way, we'll offer insights to help you become a more informed and better interviewer.

We'll also share how an effective, repeatable interview-ing process will minimize or eliminate many of these mistakes. But first, let's get to what can—and often does—go wrong.

Ask for specific examples—what the candidate actually did—not what they theoretically would do.

Mistake #1: Failing to interview for behavior.

Selection processes need to be based on specific, accurately defined, and well-documented essential job requirements (in the United States, it's a mandate of the U.S. Equal Employment Opportunity Commission (EEOC)). In most organizations, these requirements are defined through the job competencies identified as being required for job success.

Even when competencies are clearly defined and documented, however, research has shown that experienced interviewers become complacent: They ask the same questions repeatedly or focus on a few competencies that are easy to evaluate instead of the most important competencies.

By taking shortcuts with their questioning, interviewers can also short-circuit the most important purpose of a behavioral interview: interviewing for behavior.

As past behavior predicts future behavior, it's critical that interviewers probe for specific examples—what the candidates actually did in specific situations, not what they theoretically would do or should do. When interviewers fail to ask questions that prompt the candidate to provide this critical information, they limit their understanding of the candidate's potential for success; they won't be able to determine how the candidate would behave in the job.

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NEARLY TWO-THIRDS OF INTERVIEWERS WORRY ABOUT MISSING INFORMATION ABOUT CANDIDATE WEAKNESSES.

- *DDI RESEARCH*

Trying to determine a candidate's underlying personality traits to establish job motivation is playing amateur psychiatrist.

Mistake #2: Misinterpreting information the candidate shares.

Several practices can cause an interviewer to misinterpret information the candidate shares, including the following:

Playing amateur psychiatrist. An interviewer who tries to determine a candidate's underlying personality traits to establish job motivation is playing amateur psychiatrist. So too is an interviewer who asks candidates to describe themselves in a sentence or to share their strengths or weaknesses. Because most hiring managers are not trained in this approach, they can easily misinterpret candidate responses.

Asking theoretical questions. As alluded to above, when interviewers ask what the candidate would or should do instead of asking what the candidate did, they fail to obtain concrete examples of actual past behavior. What's more, relying on theoretical information leaves responses open to interpretation. This can lead to a false impression of a candidate's abilities. Asking theoretical questions make it possible that the interviewer will be persuaded by a candidate's ability to effectively sell himself or herself.

Projecting personal attitudes, motives, and feelings onto a candidate. Consider an interviewer who is highly motivated and achievement-oriented. If this interviewer looks for similar characteristics in every candidate, he or she may misinterpret candidate responses by making assumptions based on his or her own personal perspective.

In addition, interviewers who project their own attitudes, motives, and feelings often fail to ask follow-up questions and instead assume information that is not given. For example, an interviewer might assume a candidate who reports receiving excellent grades in college is highly motivated or is a hard worker. This interviewer is not inclined to ask additional questions; if he or she had, the candidate's responses might reveal that the good marks resulted from the candidate having taken several relatively easy courses.

▶▶ IS IT BAD IF A CANDIDATE OFFERS "CANNED" ANSWERS?

Job candidates may have examples prepared to share during the interview—and they should! It's called preparation. Just as smart interviewers are prepared, smart candidates who are truly interested in a position will have done their homework to familiarize themselves with the job requirements and will have their best stories prepared. It's the interviewer's job to dig into the answers for details.

A skilled interviewer will engage the candidate with follow-up questions such as, "Walk me through the steps you took," or "What alternatives did you consider?" These follow-up questions provide the candidate with an opportunity to shine (when the stories the candidate shares are real) or take a conspicuous nosedive (when the candidate must scramble to embroider on a "canned answer").
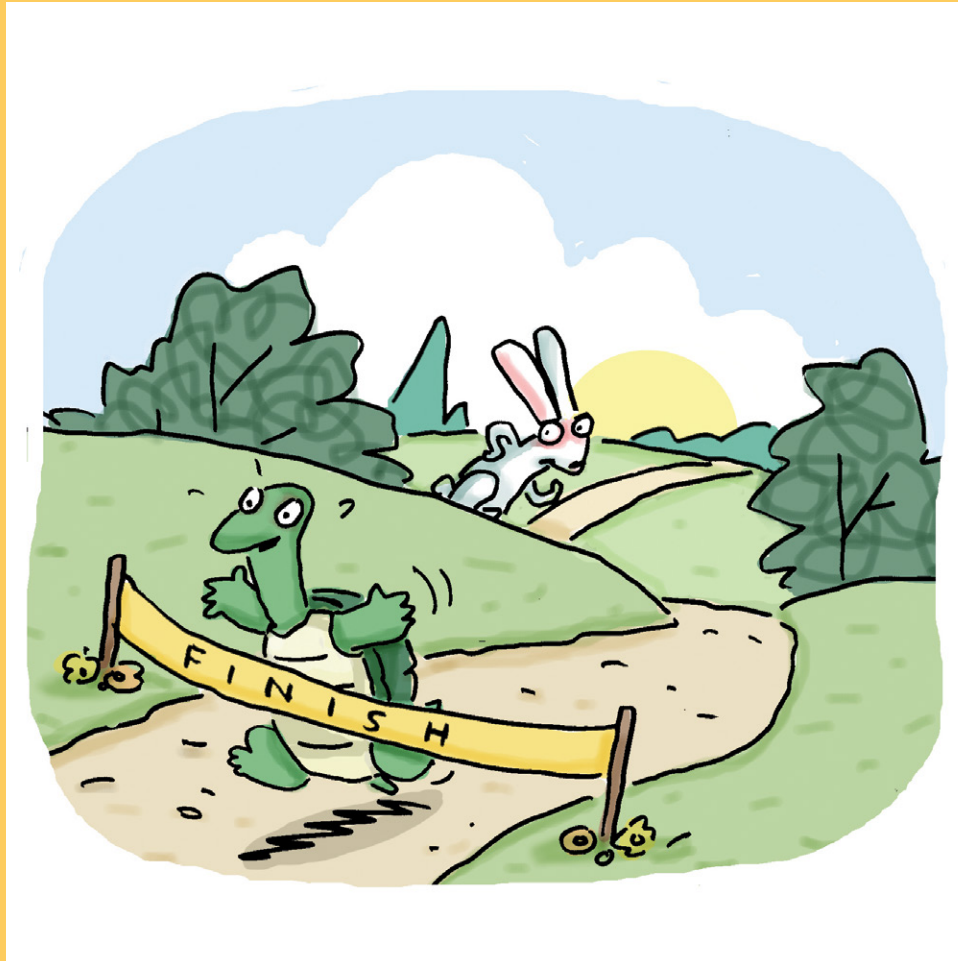
Job fit motivation is important in all jobs, whether in basic skill-level jobs or in highly skilled professional jobs.

Mistake #3: Ignoring job fit motivation.

Many interviewers focus only on a candidate's skills, asking whether the candidate can do the job but not asking about the candidate's motivation to want to do the job. A capable person might not be motivated to do a job if that job doesn't result in personal satisfaction. Therefore, it's important to determine if there is a match between what is available in the job and what the candidate likes and dislikes.

Job fit motivation is important in all jobs, whether in basic skill-level jobs or in highly skilled professional jobs. For example, consider an individual with an engineering degree who has applied for an engineering job. It is possible that the individual's job motivation has changed since earning the degree or that the degree was an intermediate step toward another employment goal. Although the person has the credentials and ability to be an engineer, he or she might not be satisfied (motivated) in the job.

Or consider the promotion of an excellent salesperson to sales manager. Different aspects of selling might have excited and motivated the person to excel in sales (e.g., meeting new people, persuading difficult customers, closing deals). However, there may be aspects of the sales manager job that the salesperson does not find motivating (e.g., having limited direct customer contact, needing to coach and develop others), so performance in that job might lag.

Failure to gauge job fit is closely related to poor job performance and turnover. People who are not motivated to do a job most likely will not be productive employees.

Failure to gauge a candidates' organizational fit is related to poor job performance and turnover.

Mistake #4: Ignoring organization fit.

Organization fit is defined as an individual's compatibility with an organization's values and mode of operation. It's important to uncover matches and discrepancies between what the organization offers and what the candidate likes and dislikes to make the most informed prediction of how well a candidate will "fit in" with the organization. As with job fit, failure to gauge candidates' organizational fit is closely related to poor job perfor-mance and turnover.

Also, people who do not find personal satisfaction with the organization's values and mode of operation probably will not be productive, or eventually will seek employment with a more compatible organization.

➤➤ WHY IS HIRING FOR FIT SO IMPORTANT?

Companies have become increasingly aware that their processes for making hiring or promotion decisions are out of focus. They rely too heavily on technical skills at the expense of other factors that predict whether a candidate will be a success in the job. For example, too little attention is paid to whether the candidate will be a good fit with the work environment.

To use a gardening analogy, some plants thrive while others struggle depending upon the climate and type of soil in which they get planted. Employees, who can either be hired into a work environment that is a good fit or poor fit for them, are not too dissimilar.

Many organizations use different labels to describe their environment and what they need to know about candidates when it comes to predicting fit; some use the label "cultural fit," others "DNA match."

Whatever the terminology, the recognition that hiring for fit is important is helping drive necessary changes in many organi-zations. They acknowledge that not having a complete picture of a candidate when it comes to fit is to risk having a newly promoted leader or a new hire who may not reach his or her potential—or even stay in the job for long.

Don't allow a candidate's weakness in one competency obscure important strengths in others.

Mistake #5: Succumbing to the "halo effect."

The halo effect means one outstanding accomplish-ment creates an impression of success that, to the interviewer, can obscure less successful behavioral examples in one or more other target competencies.

The halo effect also can have the opposite impact, allowing a candidate's weakness in one competency to obscure important strengths in others.

The competency Compelling Communication is prone to the halo effect. Interviewers often mistake skill in speaking for effectiveness in other areas. On the other hand, an interviewer might form a negative overall opinion about a candidate who has strengths in other job-related areas but whose oral communication skills are mediocre or poor.

EVEN THOUGH IT'S IMPORTANT, ONLY 28 PERCENT OF INTERVIEWERS SURVEYED WERE CONCERNED ABOUT ALLOWING ONE ASPECT OF A CANDIDATE'S BACKGROUND TO INFLUENCE OTHERS.

- *DDI RESEARCH*

Don't let the candidate talk at length about information unrelated to the job.

Mistake #6: Allowing the candidate to control the interview.

Poorly managed interviews—for example, when the interviewer lets the candidate talk at length about information unrelated to the job—do a disservice to both the interviewer and the candidate. Similarly, interviewers who ask candidates, "Tell me about yourself," will not get much behavioral information that is related to the job's target competencies.

Interviewers who fail to keep the discussion focused and to manage the amount of detail a candidate provides leave it to chance that the interview will yield critical, job-related information.

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93 PERCENT OF EMPLOYERS CONSIDER SOFT SKILLS AN "ESSENTIAL" OR "VERY IMPORTANT" FACTOR IN HIRING DECISIONS.

- *WONDERLIC*

Making quick decisions about candidates based on initial impressions can diminish the interview's accuracy.

Mistake #7: Making quick decisions about candidates.

Many interviewers make quick decisions about candidates based on initial impressions or information (e.g., information in the person's application or résumé, the person's attire, or even a handshake).

Whatever the basis for these quick decisions, the interview's accuracy is diminished because the interviewer's objectivity is clouded by this first-impression reaction.

Studies have shown that after making a decision, individuals tend to seek more information to confirm the decision and to reject information that contradicts the decision. In many cases an interviewer will stop gathering information after making a quick decision about a candidate.

Interviewers who make decisions before gathering all the facts will not have the information they need to evaluate a candidate fairly and accurately.

45 PERCENT OF HIRING DECISIONS ARE BASED ON DISCUSSIONS LASTING LESS THAN 30 MINUTES.

- *DDI RESEARCH*

Focusing on negative information doesn't result in a balanced picture of the candidate's past behavior.

Mistake #8: Focusing too heavily on negative information about candidates.

Many interviewers focus on obtaining negative examples of behavior and fail to seek positive behavioral examples for one reason: They believe they have more to lose by hiring an unqualified candidate than by rejecting one who is qualified.

Focusing on negative information doesn't result in a balanced picture of the candidate's past behavior. It also diminishes the interviewer's ability to differentiate between an average candidate and a potentially outstanding one.

⟫ WHAT ABOUT USING SOCIAL MEDIA TO EVALUATE CANDIDATES?

Don't discount a candidate for not having a social media presence or use what you learned in a social media search as sole criteria for hiring or not hiring someone. Who hasn't Googled potential applicants and reviewed their social media pages to identify potential red flags? However, unless the job description involves having a social media presence, it would be difficult to argue it's a bona fide occupational qualification to maintain one. So, while you may be curious about why a candidate doesn't have a social presence, don't read into things.

Use social media to get to know candidates before meeting them. What you learn will help you build a positive experience, sell the organization, and tailor your interview questions.

Managers lower their selection standards
when under pressure to fill positions

Mistake #9: Being swayed by pressure to fill the position.

The pressure to fill an open position can come from a variety of sources: how long the position has been open, the degree to which business or resources are affected by the open position, or the level of attention paid to the vacancy by senior management.

Research indicates that hiring managers lower their selection standards when they are under pressure to fill positions. They may rationalize negative information about candidates and overemphasize the impact that training might have without considering that some competencies are harder to learn than others or that training may not be available.

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IT CAN TAKE MORE THAN 20 WEEKS FOR A NEW HIRE TO BECOME FULLY PRODUCTIVE.

- DDI RESEARCH

Be aware of biases and how they
affect personnel decisions.

Mistake #10: Letting biases and stereotypes affect judgment.

An interviewer's biases can reflect negatively or positively on candidates for reasons that have no relationship to the job responsibilities. For example, an interviewer might be biased against a candidate because of a clothing choice or an unusual hairstyle. An interviewer might be biased for a candidate who belongs to certain college groups or who shares common interests with the interviewer. In addition, classifying a candidate into a stereotype such as "typical engineer" or "college dropout" might bias an interviewer's evaluation of the person. Interviewers often are unaware of their prejudices and how they affect personnel decisions, but biases or stereotypes do not represent job-related factors.

❯❯❯ ARTIFICIAL INTELLIGENCE MAKES INTERVIEWING MORE IMPORTANT THAN EVER

Artificial intelligence (AI) is poised to increasingly impact how companies hire. But it isn't perfect. Research and the experiences of some high-profile companies have raised concerns about bias when using AI to screen applicants.

Even if these issues are resolved, the rise of AI to help arrive at hiring decisions will mean that effective interviewing will be more important than ever. Humans hired only by "robots" will still need to be managed by humans, and the complexities of human nature—the points of view, emotions, motivations, interpersonal relationships—mean that people need to continue to play a critical role in the process of hiring those humans.

While AI will have its place in making hiring processes less costly and more efficient, no machine will be able to match the ability of an effective human interviewer to use empathy to determine when the response to a question calls for an appropriate follow-up question or to sell a candidate on the job and the organization.

Taking poor notes leaves the interviewer with only his or her own impression about a candidate.

Mistake #11: Failing to take adequate notes during the interview.

Many interviewers rely on their memory, taking few or no notes during an interview. Without good, thorough notes to refer to, an interviewer is left with only his or her own impression of or feeling about a candidate. Studies indicate that, without notes, one can recall little more than one-fourth of the facts discussed immediately after an interview concludes. All in all, the lack of notes can lead to decisions based on feelings, not facts.

Interviewers who lack good notes don't have the information they need to justify competency evaluations and make accurate hiring decisions. In such situations the interviewer is apt to cluster ratings around the middle of the rating scale, indicating that a candidate is "OK, not very good, or very bad." Also, failure to take notes gives an advantage to the first and last candidates because they are better remembered.

61 PERCENT OF EMPLOYEES SAY THE REALITIES OF THE THEIR NEW JOB DIFFER FROM EXPECTATIONS SET DURING THE INTERVIEW PROCESS.

- GLASSDOOR

Simply going through the motions of an interview
may leave a negative impression on a candidate

Mistake #12: Not putting adequate effort into interviews.

Over time, even well-trained and motivated interviewers might slip into easier, less-demanding interview styles—simply going through the motions rather than conducting an effective, in-depth interview. Quality hiring decisions depend on interviewers' maintaining the standards of effective interviewing.

These standards include taking the time to prepare for the interview and asking enough planned behavioral questions to discover the maximum job-related information from each candidate. They also include taking steps before the interview to prevent interruptions that can undermine efforts to make a positive impression on the candidate.

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AMONG THE INFORMATION JOB SEEKERS WANT EMPLOYEES TO PROVIDE: DETAILS ON COMPENSATION AND BENEFITS, BASIC COMPANY INFORMATION, AND DETAILS ON WHAT MAKES THE COMPANY ATTRACTIVE.

- *GLASSDOOR*

Applicants need to be sold on the advantages
of the job, organization, or job location.

Mistake #13: Failing to sell the candidate on the advantages of the job, organization, or job location.

An interview is an information-gathering process for the interviewer. It also gives the candidate an opportunity to obtain information about the position and the organization. Interviewers should be able to share stories or experiences that will sell specific features of the job, organizational culture, or location to candidates. Candidates are not impressed with vague statements such as, "The organization encourages creativity" or "The organization takes care of its people." Candidates also will react negatively if several interviewers repeat the same facts about the job, organization, or location but do not answer their questions.

What's more, even when an interviewer does attempt to share selling points of the job or company, he or she may not present them in the most organized way or in response to specific information the candidate has shared. For example, an interviewer may focus on minor benefits or perks even though the candidate has clearly expressed interest in the company's commitment to developing its people or to its social responsibility. This reflects poor listening by the interviewer and is a turnoff for candidates.

Remember, even if the organization decides not to offer the candidate the job, there are many benefits to making sure every candidate has a positive interviewing experience. When a candidate has a positive experience, it reinforces the organization's employment brand. And, of course, when candidates are comfortable, they are more forthcoming with information (which leads to a more productive interview).

Interview skills can diminish over time.

# Mistake #14: Failing to understand that interview skills can be perishable.

Interviewers who receive feedback on their effectiveness are better able to maintain or improve their interviewing skills. Because opportunities for feedback are rare in most organizations, it can be difficult for interviewers to know whether they are conducting effective interviews and pursuing important facts.

Many organizations overlook the benefits of refresher training to ensure interviewers are doing the best possible job and improving or maintaining their skills.

TOP CANDIDATE TURN-OFFS INCLUDE: INTERVIEW TECHNIQUES THAT ARE MORE LIKE INTERROGATIONS, QUESTIONS THAT AREN'T RELEVANT TO THE JOB, THE INTERVIEWER BEING UNPREPARED, AND THE INTERVIEWER ASKING INAPPROPRIATE QUESTIONS.

- DDI RESEARCH
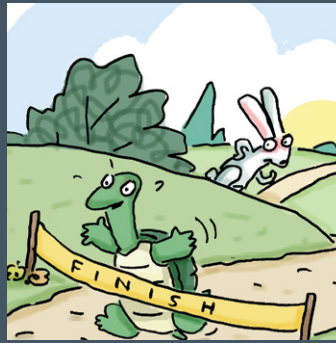
A well-organized selection system provides an efficient process that saves time and money.

How an Interviewing System Can Help Avoid Common Mistakes

Most interviewing mistakes happen because interviewers are lacking or not applying the proper skills, taking a lazy approach to interviewing, failing to prepare, or even just being bad at interviewing. And, of course, some interviewers are better than others, just as some managers drive better outcomes than others and some salespeople generate more sales than others.

However, better interviews aren't always just about the ability and behavior of individual interviewers. It's also about what organizations can do to help interviewers become—and stay—effective. And it's also about the process and tools interviewers have at their disposal to ensure they get the most out of the interviews they conduct to consistently arrive at the best-possible hiring or promotion decisions. Among the ways organizations can help set interviewers up for success:

Adopt a systematic approach to hiring.
The interview is a critical step in the hiring process, but it's important to recognize that it's just that: one step. Organizations—of any size—can benefit from establishing and adhering to a structured hiring process that logically progresses candidates from step-to-step and serves to gather as much relevant candidate data as possible.

In a comprehensive selection system:

- The selection elements—including assessments, tests, simulations, interviews, etc.—are in the most predictive order.

- The system is applied uniformly to all applicants within a job category, ensuring EEOC compliance.

- Interviewers have access to data captured prior to the interview to help them explore critical areas with the candidate and have a more efficient and productive conversation.

- Decision points are established, ensuring that all applicants reaching a particular stage in the system are treated the same.

A well-organized selection system provides an efficient process that saves time and money. Such a system also brings clarity to the role and importance of the interview. It also helps interviewers understand what specific data they need to gather from candidates.

Avoid Common Mistakes Continued...

Provide training in effective interviewing skills.

Organizations may mistakenly assume the same skills that make an individual a good leader will also make him or her a good interviewer. But often, this isn't the case.

An interview is different from other interactions a leader may routinely have. During an interview, an interviewer must ask the right questions, listen closely, take comprehensive notes, make a good impression, sell the job, and make an evaluation of a candidate's fit with the job and organization—sometimes in 30 minutes or less. Yikes!

It's little wonder that interviewers—not all of whom are leaders, by the way—make mistakes that result in a poor hire or in not hiring a candidate who would have been just right for the job.

When interviewers are armed with the right interviewing skills and techniques, they avoid missteps such as interviewer bias, stereotypes, and the halo effect.

This is why interviewers need training. They need to develop the skills and techniques to manage time so they can cover all the assigned competencies during the interview. They also benefit from learning techniques to direct the discussion into and through areas that are important to cover. These techniques help them maintain control of the time and the flow of information.

Building rapport with candidates by maintaining their self-esteem during the interview is another area where interviewers need to be skilled. Meeting candidates' personal needs by building rapport does more than promote good feelings; it creates an atmosphere that encourages candidates to give open and complete responses when discussing sensitive and negative topics.

What's more, as interviewing skills can atrophy over time, interviewers periodically need refresher training to help keep theirs sharp.

Remove variability from the interviewing experience.

Just as some interviewers are better than others, the same goes for interview questions. Good interview questions will be relevant to the job, serve to elicit useful data about the candidate's past behavior, assess both job and motivational fit, and further explore information the candidate provided in a résumé (or LinkedIn profile).

On the other hand, some questions interviewers ask may be irrelevant, vague, hypothetical, inappropriate, or even illegal!

Training in proper interviewing skills and techniques can help minimize the likelihood that poor or off-limits questions will be asked, but the best way to mitigate the risk is to provide standard interview guides with the actual questions interviewers should ask. While interview guides—which may also include possible follow-up questions if the candidate response is incomplete—help keep the interview on track, they also can be a resource to help the interviewers prepare for an interview by selecting and reviewing the specific questions they plan to ask. Interview guides also help with note-taking as notes on candidate responses can be captured on the guide under the specific questions asked—making candidate evaluation more focused and efficient.

Bridge the gap between data-gathering and hiring decisions.

Sometimes one of the biggest problems with an interview isn't the interview itself, but how the data gathered during the interview is used—or not—to reach a decision on the candidate.

In a typical hiring process, a candidate will be interviewed by multiple interviewers, either in separate sessions, a panel interview, or a combination of both. Along the way, a great deal of other data may be gathered, including the data captured in assessments, tests, simulations, and other selection system elements. This body of data must be properly evaluated and considered to arrive at the right decision.

Interviewers, the hiring manager, and others involved in the hiring process (e.g., a representative from HR) should meet to share the data they gathered, discuss it, and reach a consensus decision on the candidate's fit with the job and the organization, and the candidate's motivation to do the job. This step overcomes the problems encountered when applicant evaluation is haphazard and subjective.

When the above steps are considered together, it's clear that organizations can have as much of an impact on, and influence the quality of, interviews as do interviewers themselves.

Targeted Selection® can produce decreased turnover, a greater probability of job success for those hired, and an increase in ROI.

How Targeted Selection® Can Help Your Organization Hire Better People

For nearly 50 years, DDI's Targeted Selection® behavioral interviewing system has helped companies around the world make better hires. When properly applied, Targeted Selection meets EEOC requirements and can produce positive bottom-line results including decreased turnover, a greater probability of job success for those hired, and an increase in return on investment.

Better Interviewing with Bottom-line Impact

Research into the use and validity of the Targeted Selection system has confirmed the following:

- Targeted Selection has resulted in an average 32 percent increase in job/offer acceptance ratios.
- Targeted Selection clients consistently have reduced turnover by up to 50 percent.
- More than 75 percent of hires selected by Targeted Selection were above-average performers. For 1,000 new hires, the value of this improvement can reach $3 million.
- Managers have reported that using Targeted Selection increased their confidence in finding the right hires by 66 percent.
- Organizations that use Targeted Selection to fill customer representative positions have reported as much as a 22 percent increase in customer satisfaction scores.
- Targeted Selection has been rated by managers as "better or significantly better" than the system that preceded it.

Targeted Selection helps organizations overcome common interviewing mistakes. It also empowers organizations to improve their hiring processes by providing the structure, training, and tools interviewers need to conduct better interviews and hire the best people. In addition, Targeted Selection can be tailored to meet the needs of various jobs, organization levels, and types of candidates.

As illustrated by the interviewing mistakes detailed in this eBook, interviewers too often lack skills needed to conduct effective interviews, sell the job and organization, and facilitate a positive interview experience for the candidate.

They also may lack the proven techniques to leverage and evaluate candidate data, build rigor into the interviewing and selection process with clearly defined measures of job success, and harness the power of "data integration" by applying the data and insights gathered throughout the hiring process.

Targeted Selection fixes all these problems. Targeted Selection training addresses both the "art" and "science" of interviewing (see page 38) by arming interviewers with the skills they need to become great interviewers. It also gives interviewers the tools and techniques to identify the right target competencies for the job, utilize a repeatable process to enhance the quality of hiring decisions, bring the right people into the organization, and support better business outcomes.

Targeted Selection®
Addresses Both the Science and Art of Interviewing

The Art:

- Being prepared for the interview.

- Making the interview a positive experience for the candidate.

- Selling the candidate on the job and the organization.

- Managing the interview effectively so there is time to gather information and provide information the candidate needs.

- Asking questions that focus on job-related skills and avoiding those that waste time or are potentially illegal.

- Gathering complete examples of past behaviors related to the target competencies.

- Recognizing unusable candidate responses and asking follow-up questions to obtain usable data.

- Collecting specific data about the candidate's motivation for the job.

- Identifying candidates who are likely to stay with the organization over time.

The Science:

- Identifying job-related criteria that need to be targeted during an interview.

- Minimizing bias.

- Using multiple interviewers with overlapping coverage of the competencies to gain multiple perspectives.

- Working individually to weigh behavioral examples and rate the candidate in each competency.

- Conducting a data integration discussion, involving all the interviewers, to arrive at consensus ratings for each competency.

- Making a retain/reject decision about the candidate based on the competency ratings and other factors.

- Comparing qualified candidates based on the competency ratings and other factors.

It's Time to Ace Your Interviews!

Learn more about how Targeted Selection® can help your organization ace its interviews, reduce interviewer bias, make better decisions on candidates, and hire the best people.

www.ddiworld.com/targetedselection

About the Author

William C. Byham, Ph.D., Founder and Executive Chairman of DDI, developed the first behavior-based interviewing system, Targeted Selection®, in 1970. The Targeted Selection interviewing system, which Bill has continuously updated and improved, is used by more than 10,000 organizations, including many of the world's largest. It is available in 13 languages. He has championed behavior-based interviewing in books such as the *Selection Solution: Solving the Mystery of Matching People to Jobs and Interview Skills that Get You the Job, The Ultimate Guidebook,* and in more than 40 monographs and articles.

About DDI

DDI is a global leadership consulting firm that helps organizations hire, promote and develop exceptional leaders. From first-time managers to C-suite executives, DDI is by leaders' sides, supporting them in every critical moment of leadership. Built on five decades of research and experience in the science of leadership, DDI's evidence-based assessment and development solutions enable millions of leaders around the world to succeed, propelling their organizations to new heights. For more information, visit ddiworld.com.

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KIMC