Interviewing Skills to Recruit the Right Candidate 篩選出合適人才的面試技巧

MEDIUM : English / Cantonese   **COURSE CODE :** ISW   **DURATION :** 1 day

Making the Right Decision with Preparation, Engagement and Evaluation

In a job interview, the manager predicts the successful performance of a candidate in specific jobs for hiring decisions. How to predict with the highest certainty? Customising the formulas to assess education, experience, skills and personality desired for job specific behaviours is a key. The manager also evaluates the success for the company to engage and retain talents by ensuring the alignment of the candidate's motivation with the company's core values.

The workshop enables the participants to master a result-focused process to select the right candidate that best suits the competency-based requirements. The participants will gain confidence to master the following interviewing techniques:

- Define a systematic interview process
- Plan with the end business results in mind based on job functions
- Assert role and optimise the effect of panel interviews
- Set evaluation criteria with weightage on ideal performance areas
- Design questions to validate education, experience, skills and personality
- Learn listening and probing techniques to deepen analysis
- Engage candidates in a smooth communication flow
- Communicate a professional company and personal image
- Evaluate the candidates effectively using an assessment guide

Who Should Attend

Middle Management

Methodology

The workshop can be customised by the trainer to suit the development needs of the participants. The trainer conducts interviewing skills both for employers and for candidates. Her extensive experience enables her to enrich the depth of the training activities and illustrations.

Pre-Training Phase

The trainer will collect case examples of interview types and competency-based behaviours descriptions for workshop design.

Training

The training is highly interactive with the following activities:

Lectures, exercise, role-play (video-recorded) for review and coaching, feedback checklist, candidates assessment guide

Course Outline

1. Focus on Hiring, Developing and Retaining in an Interview
The participants will reckon their role in an *interview*:
- Optimise the successful prediction of a candidate's future performance
- Brainstorm the experiential learning from successful and unsuccessful hiring
- Define a systematic process in competency-based interviews
Methodology: lecture and discussion

2. Define Job-Specific Behaviours
- Describe the core aptitude and attitude traits required of specific candidates
- Rate the traits' importance for the effective delivery of results
- Realise how to plan alone and in a panel
Methodology: discussion and exercise

3. Create Decision Weightage Criteria
The participants will learn how to use a decision weightage matrix to maintain objectivity in candidate assessment by:
- Define the ideal score for job success prediction
- Set priorities of job skills
- Build systematic measurement of suitability
Methodology: Exercise and group discussion

4. Develop Questions to Validate Given Information
The participants will *practise* developing questions based on the decision weightage matrix focusing on:
- Skills assessment
- Attitude assessment
- Personality assessment
- Culture fit assessment
- Communication ability assessment
- Questioning sequence
Methodology: Discussion and coaching by trainer

5. Role Play an Interview
The participants will *role-play* an interview based on the questions that they have developed.
Methodology: Small Group practice, feedback to each other based on an evaluation checklist

6. Review of Role-Play
The trainer will *review the role-play* in Module 5 to reinforce the do's and don'ts at interviews:
- Question design
- Communication flow and engagement
- Common pitfalls
Methodology: discussion

7. Probe to Deepen Analysis
The trainer will share *real time examples* to drill probing techniques:
- Summarise key intake
- Probe with open-ended or closed-ended questions
- Observe verbal and non-verbal responses
Methodology: lecture and discussion

8. Professional Interview Etiquette
The participants will *review* the following etiquette to project a positive Company image:
- Seating arrangement
- Introductions
- Small talk
- Conclusion
Methodology: lecture and discussion

9. Role Play to Integrate Skills with Candidate Assessment Following a Guide
The participants will *fine tune their role play with assessment* based on a reference guide:
- *Redo role-play* based on previous feedback and coaching
- Reinforce probing
- *Use assessment guide* as a tool to evaluate candidate
Methodology: role-play, discussion and exercise with a reference guide

Please contact CEL for a quotation if your are interested in organising any of the topics as in-house on-site or off-site training.