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INTRODUCTION

ABOUT THIS PROGRAM
This Interviewing: Getting Beyond the Image program provides you with tools to teach managers effective techniques for conducting job interviews. It is designed to teach managers skills that will help them get beyond a candidate’s projected image and enable them to find the right employee for the job. Through dramatic portrayals, the participant will be able to observe these skills applied during interviews. Each skill is explained in detail and incorporated into the four exercises provided in this guide. Managers will leave with the knowledge and ability to conduct interviews more effectively.

This program is designed to help managers learn effective interviewing skills, such as preparing for the interview, constructing questions and conducting team interviews.

This Leader’s Guide is designed to help you conduct a thorough training session on the interview process. It permits you to use this program in many different ways, giving you the flexibility to determine which training format is best for your organization. The video is 26 minutes long and, if you wish, can be stopped easily for discussion of important points.

Employees responsible for making hiring decisions will benefit from attending the Interviewing: Getting Beyond the Image program. Managers will learn how to conduct interviews which allow the selection of qualified employees, thus reducing termination and turnover costs.

The overheads in this Leader’s Guide will assist you in the presentation of this material. The overhead information may be transferred to a flipchart as an alternative to overhead projection. You may copy the exercises, pre-test, post-test, evaluation form and overheads in the Leader’s Guide when you use them in conjunction with the video.

Illustrated employee handbooks are also available for use with this program. These handbooks may be given to participants as a helpful note-taking and reference tool.

We recommend that you tailor the program to your organization’s needs by including information unique to your employees’ working conditions. The specifics of how you teach the class are up to you.

TRAINING MATERIALS
You will need:
- A training room located away from major distractions or interruptions
- A comfortable arrangement of chairs and tables, preferably in a circular pattern with an opening for the TV monitor and other visual aids (Be certain all participants can see the viewing screen and each other)
- Adequate lighting that can be adjusted while viewing the video
- A location, possibly including a podium and/or flipchart, from which the trainer/speaker can lead discussions
- The training video Interviewing: Getting Beyond the Image
- TV/VCR with remote
- Copies of the class agenda (see page 5)
- Paper and pencil for each participant
- A flipchart or dry-erase chalkboard and appropriate markers
- An overhead projector, transparencies and transparency markers
- Other useful visual aids
- Copies of the Post-Test and Evaluation (see pages 17-19).

PREPARATION
Preparation is the key to effective training. There are several things you need to do prior to the session:

Invite Participants
Send out letters or memos to participants or post a notice two weeks in advance of the training date. (Sample included on page 6.) State location, date, time and meeting agenda. Administer the Pre-Test in advance (see page 14).

Establish Training Objectives
Define the training objectives of this presentation. Training objectives should coincide with your organization’s policy for interviewing and reflect the content of the video. Some examples are:

- Explain the benefits of hiring qualified candidates
- Discuss the elements of an effective job interview
- Illustrate effective interviewing techniques
- Demonstrate methods for staying in control of the interview
- Explain the guidelines for conducting a team interview.

Determine the training objectives in advance so that you can identify the approach to take for the training session. It is also important to decide what level of proficiency is expected from participants upon completion of the training.
Determine the Audience
Another aspect to consider in planning this training session is the audience. Tailor your presentation to the experience or skills of your participants. The focus of your discussion and the depth of content presented may vary, depending on whether you are providing an orientation for new employees or a refresher course for experienced employees.

The group size should range from 10 to 20 people. Most of the exercises in this program require that the group break into two smaller groups in order to increase participation. When the group is too large, individual attention may be lost.

2-HOUR SESSION AGENDA

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
</tr>
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<tbody>
<tr>
<td>INTRODUCTION</td>
<td>15 MINUTES</td>
</tr>
<tr>
<td>VIDEO &amp; DISCUSSION</td>
<td>40 MINUTES</td>
</tr>
<tr>
<td>EXERCISE 1</td>
<td>20 MINUTES</td>
</tr>
<tr>
<td>EXERCISE 2</td>
<td>20 MINUTES</td>
</tr>
<tr>
<td>CONCLUSION</td>
<td>25 MINUTES</td>
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</tbody>
</table>

3-HOUR SESSION AGENDA

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
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<tbody>
<tr>
<td>INTRODUCTION</td>
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<td>EXERCISE 2</td>
<td>20 MINUTES</td>
</tr>
<tr>
<td>BREAK</td>
<td>20 MINUTES</td>
</tr>
<tr>
<td>EXERCISE 3</td>
<td>20 MINUTES</td>
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<tr>
<td>EXERCISE 4</td>
<td>20 MINUTES</td>
</tr>
<tr>
<td>CONCLUSION</td>
<td>25 MINUTES</td>
</tr>
</tbody>
</table>
SAMPLE INVITATION
Date: November 3, 1999
To: All Managers and Supervisors
From: Sue Wilcox, Human Resources Manager
Re: Interviewing: Getting Beyond the Image Training Session

How many times have you been fooled by an employee who seemed great in the interview, only to perform poorly on the job? To find the right person for the job, you must know how to get past the candidate’s projected image during the interview. We have a great session planned that will show you how to develop interview questions, build rapport, control the meeting and conduct team interviews.

Please plan to be at the training session on November 17, 1999, at 2:00 p.m. We will be meeting in the main conference room for a three-hour session. If you are unable to attend, please contact me at 555-8788 as soon as possible.

Goals of the training session are:
• To understand the impact of making poor hiring decisions
• To comprehend the basics of interview preparation
• To learn interviewing techniques for hiring successful job candidates
• To learn tactics for keeping the interview on track
• To be familiar with guidelines for conducting a team interview.

Agenda:
• Introduction 2:00 - 2:15
• Video 2:15 - 2:55
• Exercise 1 2:55 - 3:15
• Exercise 2 3:15 - 3:35
• Break 3:35 - 3:55
• Exercise 3 3:55 - 4:15
• Exercise 4 4:15 - 4:35
• Conclusion 4:35 - 5:00

We look forward to seeing you on November 17, 1999.

PRESENTATION TIPS
Overcoming anxiety
The best way to overcome anxiety about speaking before a group is to be prepared. Although it’s natural to feel nervous, your sweaty palms will disappear once you focus on what you are saying. Concentrate on what you want people to understand and your presentation will flow naturally.

Choosing your vocabulary
Don’t lose your audience by using overly complex words or phrases. It’s better to use the same comfortable language that you would use when speaking to participants one-on-one.

Getting rid of the “umms”
One of the most annoying mistakes a speaker makes is saying “umm” every time there is a break between thoughts. Remain silent while you think about what you’re going to say next. The silence will seem longer to you than it will to the audience. If you remember this, you’ll feel less pressure to fill the silence. You can control your “umms” by jotting down notes before-hand of the points you want to cover. If you want to include personal anecdotes or examples, write down a few notes to trigger your memory.

Controlling the speed and tone of your voice
You’ll put your audience to sleep if you speak too slowly, and they won’t be able to keep up with the content if you speak too quickly. Approximately 150 words per minute is the best speed. If speaking too slowly doesn’t put your audience to sleep, using a monotonous tone will surely do it. Vary your tone often, especially when making an important point. Adding emotion to your presentation will keep your audience involved. Again, speak to your audience as if you’re having a conversation with each person individually.

Sticking to the schedule
Begin class on time and restart the session promptly at the end of the break. Explain that, except for emergencies, messages will be taken for participants during the sessions and will be distributed to them at the start of each break.

Asking for questions
Ask for questions throughout the session. Be prepared to answer all types of questions, but don’t be worried if you don’t know the answer. Simply say, “I’m not sure of the answer, but I’ll find out and get back to you.” Then, after class, make sure you do find the answer and give it to the person who asked the question.
Pause the video, as appropriate, to emphasize a point or discuss a practical application in your organization. You may want to practice pausing the video in order to freeze images on the screen that have a significant meaning. Or, you may choose to wait until the end of the video for discussion.

**DISCUSSION TOPICS**
If you choose to view the entire video first, follow the video with a 20-minute discussion. Discuss the following highlights and scenes from the video.

**Poor Hiring Decisions**
Using Overhead #2 (on page 21) as a guide, lead a discussion on the impact of poor hiring decisions.

**Conducting an Effective Job Interview**
Using Overhead #3 (on page 22) as a guide, lead a discussion on the elements of an effective job interview.

**Prepare for the Interview**
Using Overhead #4 (on page 23) as a guide, lead a discussion on how to prepare for the interview.

**Company Policy**
Using Overhead #7 (on page 26) as a guide, discuss your company’s policy on interviewing. Review job descriptions, interviewing techniques, team interviews and other rules specific to your company.

**EXERCISES**
Four exercises are provided on pages 10 to 13 for use after the discussion. Refer to the agenda to determine which exercises you have scheduled in your training session. Make sure you stick to the time schedule for each exercise to avoid running out of time at the end of the training session.
**EXERCISE 1**

**TIME:** 20 MINUTES  
**MATERIALS:** NOTEPADS, PENS AND SAMPLE JOB DESCRIPTIONS FOR EACH PARTICIPANT  
**PURPOSE:** To increase familiarity with developing interview questions.

- Have the participants divide into two teams, and provide each team member with a sample job description which includes skills and abilities required for the job. Team #1 will construct interview questions for candidate #1, and team #2 will construct interview questions for candidate #2.

  Review the guidelines for conducting team interviews:
  - Be sure that all team members are trained in the techniques and legalities of interviewing
  - Familiarize the team with the job description, and the skills and abilities required of the candidate
  - Decide what questions will be asked by each team member
  - Provide each interviewer with an interview summary sheet
  - Compare notes only after each team member has completed his or her own evaluation of the candidate.

- Explain the scenario to the group:
  Matt is the office manager at a small company. He is interviewing candidates for the receptionist position and has narrowed his choices to two people. Linda (Candidate #1) was an executive assistant for a large company, but her job was eliminated when the company was bought out by another corporation. She projects a serious, professional image. Dawn (Candidate #2) is very personable, but she is much younger and is less experienced than Linda. Since this is a small office, Matt wants to make sure the receptionist he hires can work well with the office staff as well as clients. He decides that a team interview is the best method for determining the right candidate for the job.

- Bring the teams together to discuss the types of questions they developed.

**EXERCISE 2**

**TIME:** 20 MINUTES  
**MATERIALS:** NOTEPADS AND PENS, FLIPCHART AND MARKER  
**PURPOSE:** To practice conducting a team interview.

- Conduct a team interview using the questions that were constructed in Exercise 1. Have one participant role play the part of the candidate and two participants role play the part of the interviewers. Allow 10 to 15 minutes for this part.

- Discuss what the team learned about each candidate. Based on the interview, ask the group which candidate is right for the job.
EXERCISE 3

TIME: 20 MINUTES
MATERIALS: FLIPCHART AND MARKERS
PURPOSE: To practice developing interview questions that get beyond a candidate’s projected image.

■ Ask the group to think of desired characteristics for a sales person. Then have the group develop several different types of behavioral, situational and open-ended interview questions for evaluating those characteristics in a candidate.

Record the responses:
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

EXERCISE 4

TIME: 20 MINUTES
MATERIALS: FLIPCHART AND MARKERS
PURPOSE: To practice building rapport with candidates.

■ Have members of the group break into pairs, with one participant role-playing the part of the interviewer and the other participant role-playing the part of the candidate. Allow 10 minutes for the interviewer to establish rapport with the candidate.

■ Ask the interviewers to describe the techniques they used to build rapport with their candidates. Allow 10 minutes for this part.

Record their responses:
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
PRE-TEST

Please read each question carefully and write your answer in the space provided below each question. The information you provide will help us determine what areas of the training program should be covered in more detail.

Questions:

1. What are the problems associated with poor hiring decisions?

2. How do you prepare to conduct an interview?

3. How can you determine a candidate’s qualifications for the job?

4. List the elements of a successful interview.

5. What are the differences between open-ended and closed questions? How have you used these questioning techniques in your interviews?

6. Has a candidate ever taken control in an interview you were conducting? How did you handle this situation?

7. Describe a team interview you have had an opportunity to participate in.
SESSION SUMMARY

Summarize.
One summarizing technique is to review the course objectives with the class. Another technique is to ask each class participant to highlight what was learned from the training session. Ask the participants if they have any final questions.

Getting past a candidate’s projected image enables you to:

• Learn about specific past behaviors to predict future behavior.
• Learn how the candidate would respond to a potential new situation.
• Assess the candidate more accurately and fairly.
• Make better hiring decisions and reduce employee turnover.

Administer the Post-Test
Distribute copies of the Post-Test (located on page 17) to each participant. You may want to customize the Post-Test to fit your individual or organizational objectives. The Post-Test is an excellent tool for determining how much each participant learned from the training session. Compare the results to the Pre-Test and review the different answers.

Evaluate
Distribute the evaluation form (located on page 19) to participants when they have finished answering the questions on the Post-Test. When each participant hands in the evaluation to you, thank him or her for attending the training session.

POST-TEST

Please read each question carefully and write your answer in the space provided below each question.

Questions:

1. What are the elements of a successful interview?

___________________________________________________________

___________________________________________________________

___________________________________________________________

___________________________________________________________

2. How should you prepare to conduct an interview?

___________________________________________________________

___________________________________________________________

___________________________________________________________

___________________________________________________________

3. Discuss the advantages and disadvantages of closed questions.

___________________________________________________________

___________________________________________________________

___________________________________________________________

___________________________________________________________

4. Define and cite an example of an open-ended question. When is this type of question most appropriate?

___________________________________________________________

___________________________________________________________

___________________________________________________________

___________________________________________________________
EVALUATION FORM

Please circle your rating for each statement.
Ratings: 1=NA, 2=Needs Improvement, 3=Satisfactory, 4=Very Good, 5=Excellent

SUBJECT:
The material was informative: 1 2 3 4 5
The information was interesting: 1 2 3 4 5
The material was easy to understand: 1 2 3 4 5

TRAINING PROGRAM:
The exercises as a learning tool were: 1 2 3 4 5
The use of the video as a learning tool was: 1 2 3 4 5
The program provided real-life examples: 1 2 3 4 5

TRAINER:
Trainer’s presentation of information: 1 2 3 4 5
Trainer’s level of knowledge: 1 2 3 4 5
Trainer’s ability to facilitate discussion: 1 2 3 4 5

ADDITIONAL COMMENTS:
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

5. How can you get beyond the image your candidate is projecting and determine his or her qualifications for the job?

6. Explain how to assert control of the interview.

7. List the guidelines for conducting a team interview.
Objectives

• Explain the benefits of hiring qualified candidates

• Discuss the elements of an effective job interview

• Illustrate effective interviewing techniques

• Demonstrate methods for staying in control of the interview

• Explain the guidelines for conducting a team interview

Poor Hiring Decisions Result In:

Termination

High turnover costs:

• Loss of productivity

• Manager’s and administrator’s time for exiting employee

• Recruiting and job advertising

• Processing and training of new employees.
To Conduct an Effective Job Interview, You Must:

- Prepare for the interview
- Build rapport
- Use a variety of questions
- Keep the interview on track.

Prepare for the Interview

- Examine the job description
- Assess knowledge, skill and requirements for each candidate
- Decide which skill-related questions are necessary
- Construct open-ended, behavioral-based and situational questions
The Interview

1. Welcome and put the applicant at ease
2. Tell the applicant you will be taking notes
3. Review the agenda with the applicant
4. Follow your list of questions to obtain detailed information
5. Give the applicant time to answer your questions
6. Stay in control of the interview by using directive questioning techniques

The Team Interview

• Make sure all team members are trained in the techniques and legalities of interviewing
• Familiarize the team with the job description, skills and abilities required of the applicant
• Decide what questions will be asked by each team member
• Provide each interviewer with an interview summary sheet
• Have all team members complete their own evaluation of the applicants before comparing notes
Company Policy

(include your company’s written policy to hand out)