

# Interview Masterclass

Mike Richards, CEO and Founder  
The Treasury Recruitment Company



# Knowing What You Want

How can you find what you're looking for if you don't know what you want?

**BUT...**

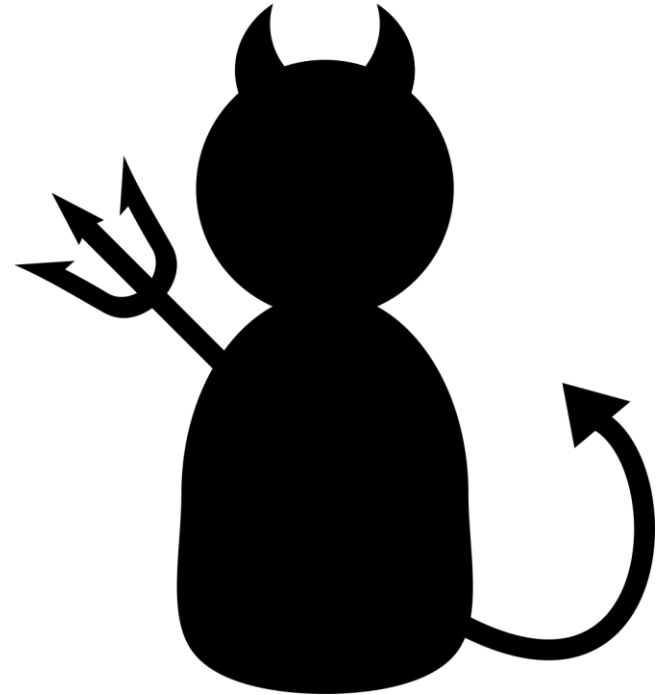
Can your pre-defined criteria actually inhibit the hiring process?

**YES!**

# Halo or Horns Effect



**“Yes they’re the one!”**



**“They’re definitely NOT  
the one!”**

# How to Avoid this Bias

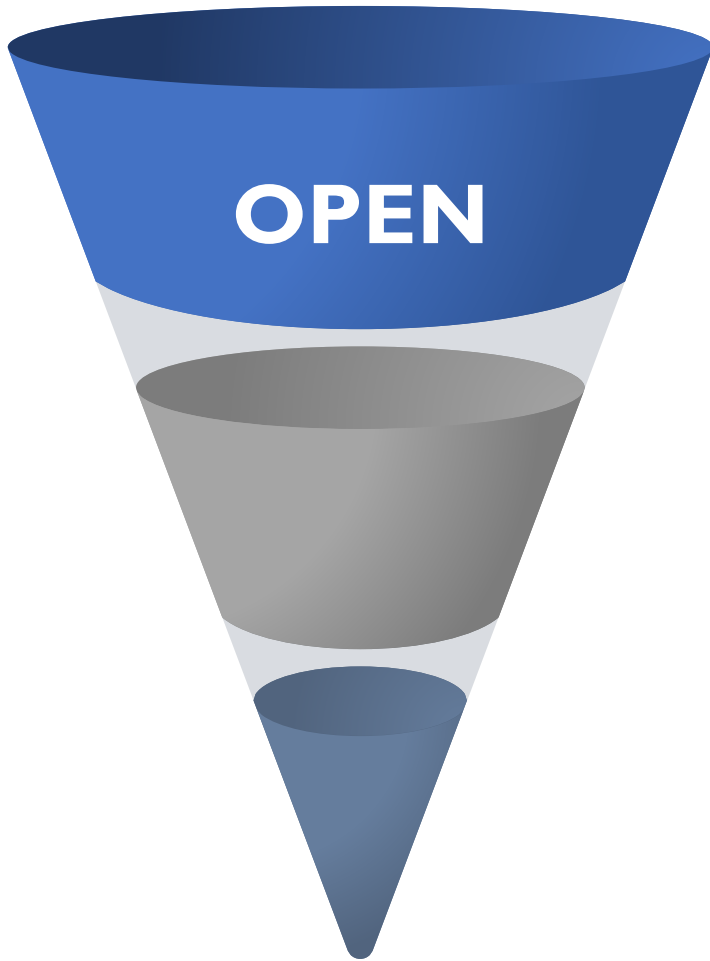
Use a structured interview format (more on this later)

Multiple interview stages

Multiple interviewers

Off-team or independent interviewer

# The Funnel Technique



- Can't be answered with a single word
- Express opinions or feelings
- Gain valuable insight in to behaviour and personality
- Evaluate communication skills

## **T.E.D**

“Tell me about...”

“Explain to me...”

“Describe for me...”

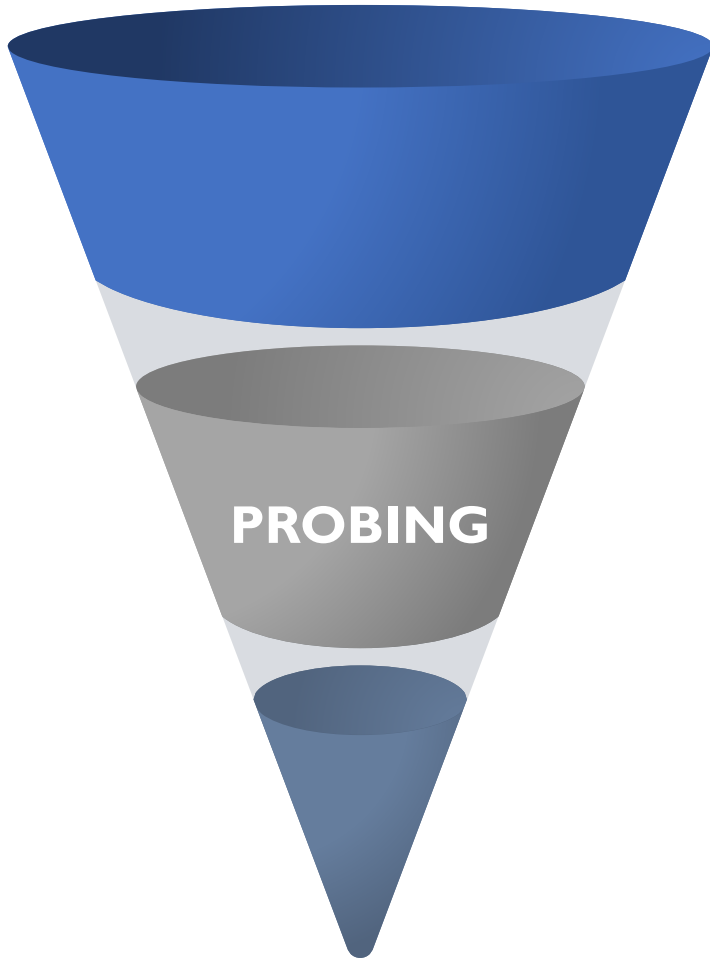
## **Examples**

“Tell me how you produced that report...”

“Explain your involvement in the project...”

“Describe to me how you handled that problem...”

# The Funnel Technique



- Requires applicant to delve deeper in their answers
- Bring candidate back on track if go off topic

## 5 Ws and H

Who, What, Why, Where, When and How

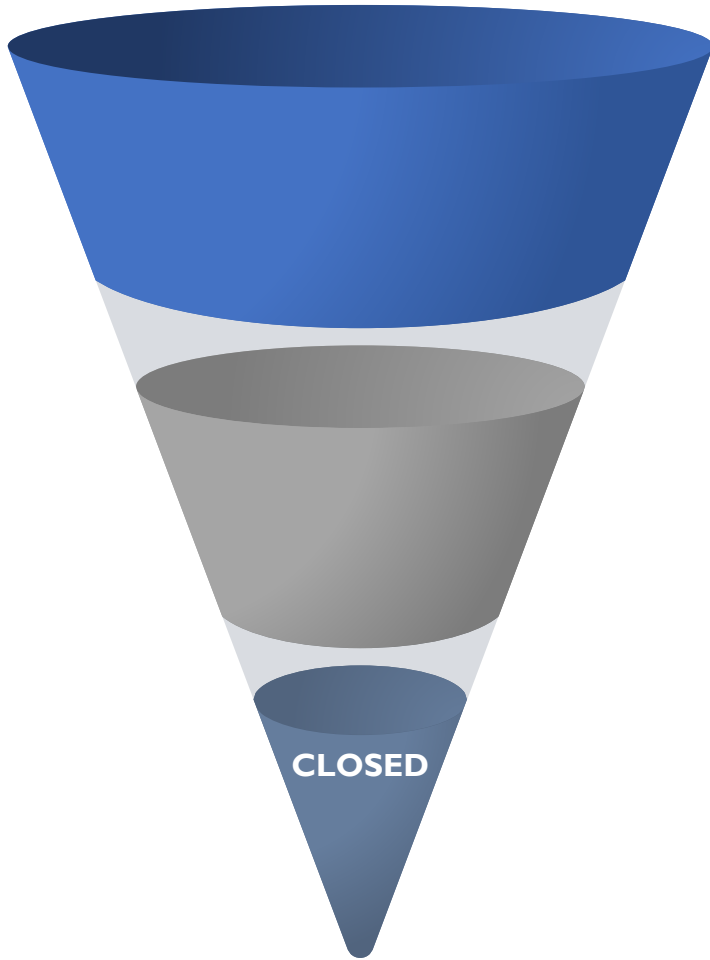
## Examples

“Who else was involved in the project?”

“What exactly was your role in the project?”

“How did you deliver the project?”

# The Funnel Technique



- Reach a point or clarify certain information
- Short focused answer

## **YES or NO**

Chose from a list of possible options  
Identify a certain piece of information

## **Examples**

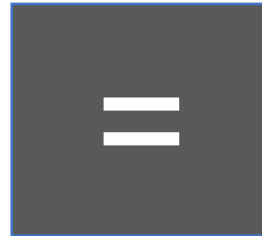
- “Were you satisfied with the results of the project?”
- “Do you work in front, middle or back office?”
- “What system do you use?”

# Unstructured Interviews

**Explore details you find interesting**

**Pick questions at random**

**Steer down different paths based on intuition**



**Studies say this can lead to significant failures in on-the-job performance**



# What is a Structured Interview?

Standardised process adopted for all candidates

Eliminates any subjectivity or bias

Candidates asked the same set of questions

Questions asked in the same order

Candidates assessed based on a standard scoring system

# 7 Stages of a Structured Interview

# Stage I: Introduction

Sets the plan of the interview and what you want to get out of it

Puts the candidate at ease

Candidates are nervous, why add undue pressure?

Create a comfortable and welcoming environment

Build rapport

# Q: What could you do to put the candidate at ease?

Greet them properly

Ensure the environment is suitable

Offer a refreshment

Consider your body language

Limit distractions

Introduce yourselves

Offer a clear overview of the focus of the interview

# Stage 2: Career History & Experience

Where do you start - past to present OR present to past?

Think about the Funnel - lots of OPEN questions

Example;

“Describe to me your career history to date starting from X”

# Q: What type of information should you be looking for?

Key strengths / weaknesses

Main achievements

Enjoyed / disliked

Reasons for leaving previous roles

Gaps or anomalies

Communication and presentation skills

# Stage 3: Aspiration & Goals

Is the role actually what they're looking for?

Are their long term goals achievable in your business?

Are they being realistic?

Lots of PROBING questions

Example;

“What does your ideal next role look like?”

“What are your career goals over the next 5 years?”

# Stage 4: Search Status

Gathering information around their search so far

A stage often missed by interviewers

Key to avoiding any unnecessary surprises  
e.g. Beaten to an offer or counter offer

Helps to assess their commitment to your role



**Q:** What questions could you ask to find out more about their search so far?

How long have you been looking?

What positions have you applied for?

Have you attended any interviews so far?

What stage are you at with your interviews?

If we offer you the role, what do you think your current employer would say?

# Stage 5: Personal Details

Another key stage often 'washed over' by interviewers

Provides critical information

Current salary, desired salary, benefits packages, notice periods, pending holidays, relocation feasibility, visa status, etc

Cover this from the start to avoid complications

Lots of CLOSED questions

# Stage 6: Job Brief & Sell

Deliver this at the end of the interview

1. You can 'sell' the relevant aspects of the role
2. Leaves the candidate feeling absolutely engaged

Think like a sales person

Goal to ensure every candidate wants the job

Every candidate must have a positive experience whether successful or not

# Stage 7: Next Steps

Consider what you do when the candidate leaves the building

Always give feedback even if candidate unsuccessful

Perception and reputation

Treat them how you expect to be treated yourself

# 7 Stages Summary

## INTRODUCTION

Greet them properly / Ensure the environment is suitable / Offer a refreshment / Consider your body language / Introduce yourselves / Offer a clear overview of the focus of the interview

## CAREER HISTORY & EXPERIENCE

Key strengths and weaknesses / Main achievements / What have they enjoyed or disliked about previous roles / Gaps or anomalies in the CV / Presentation skills

## ASPIRATIONS & GOALS

Is the role actually what they're looking for? / Are their long term career goals achievable in your business? / Are they being realistic with their expectations?

## SEARCH STATUS

How long have they been looking? / What positions are they applying for? / How many interviews have they attended? / What stage are they at? / If they were offered the role, what would their current employer say?

## PERSONAL DETAILS

Current salary / Ideal salary in next role / Benefits package details / Notice period / Pending holidays or absences / Feasibility of relocation if required / Visa status

## JOB BRIEF & SELL

Only sell the relevant aspects of the role once you understand the candidate's requirements / ensure every candidate leaves feeling engaged and excited having had a positive interview experience

## NEXT STEPS

Provide feedback to every candidate whether successful or not / Do what you say you're going to do / Always think about perception and reputation

# Common Mistakes

Not being prepared

Talking too much

You rush the process

Rely on memory instead of notes