



Preparing for Diverse Approaches to Selection Interviews

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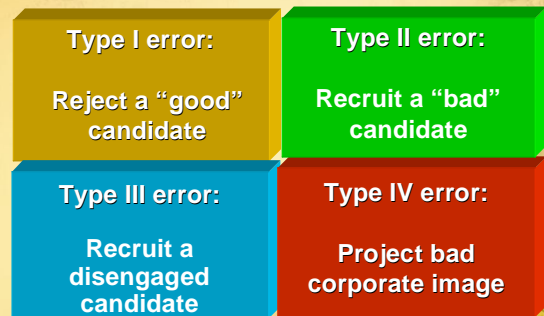
WHY – the Need to Know

- Enhance employability in face of intensified competition in midst of the economic crisis
- Interviewing has always remained as a mainstream process in recruitment
- Employers are more and more inclined to adopt a spectrum of diversified approaches
- Difficult to select the right candidate with the right talent for the right job
- Recipes for recognizing and preparing for the various interviewing practices

WHAT - will be covered

1. competency-based selection interviews in recruiting Officers
2. project an assertive image at group interviews
3. demonstrate perseverance and resilience at stress interviews
4. think on your feet at scenario projection interviews
5. stand out of the crowd at “traditional interviews”

Undesirable Selection Outcomes



Defining Engagement

肯留 'Stay'— want to remain a member of the company

肯讚 'Say'— speak positively about the company

肯博 'Strive'— go beyond what is minimally required in the job

肯慳 'Save'— treat company resources as if of their own

1. Competency-based Selection Interviews

- ❖ Common practice amongst well-established companies
- ❖ Extended to recruiting Officers some time ago
- ❖ Interviews with structured questions to draw out the candidate's behaviours in past, similar circumstances, that serve as predictors of future performance

Quiz: Which will best predict ...

How a candidate will accept supervision

- a) How well she led a study group
- b) How well she got along with family members
- c) The relationship she had with lecturers

Quiz: Which will best predict ...

How capable a candidate is in leadership

- a) "I get along very well with many people."
- b) "I was chosen by my professor to become the leader of a study project."
- c) "I was the chairman of the Geography Club of my university".

Quiz: Which will best predict ...

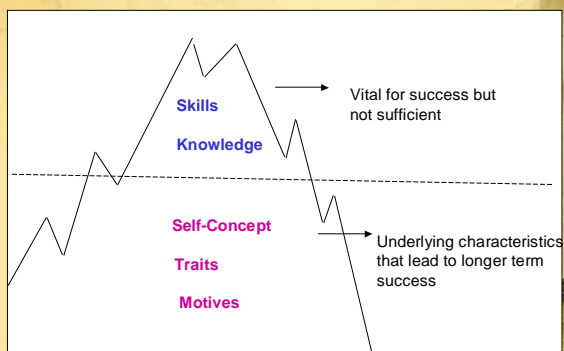
the candidate's ability to sell?

- a) How do you feel about selling?
- b) Tell me about the last time you convinced someone to change his/her mind?
- c) What approach would you use in making cold calls?

What is a Competency?

- ❖ Cluster of behaviours that demonstrate underlying characteristics leading to outstanding performance
- ❖ Competencies generally include knowledge, skills, abilities and personal traits which are matched with specific job requirements, business objectives and company values

Underneath Competencies



Expected Information

Candidate's description of

- ❖ the situation, the behaviours and outcomes of past incidents
- ❖ what he/she did, said, thought, or felt in specific past situations
- ❖ reflection of what went right and what went wrong in the specific context

Information to Watch Out

The candidate's statements about a past incident:

- ❖ what he/she usually does
- ❖ conformation to current norms
- ❖ his/her view on what should be done
- ❖ what the group did
- ❖ what others should have done

訴說往事

要以真示人
不要妄自菲薄
要賣花而不用自讚

錦囊 1
recipe

2. Group Interviews

- ❖ typical of some European companies
- ❖ Interview in groups – as an efficient screening exercise
- ❖ Interaction in a group – to assess candidate's tendencies to behave, to contribute and to relate to others in a group
- ❖ Important for the candidate to project an assertive image – neither aggressive, nor submissive

你同意嗎？

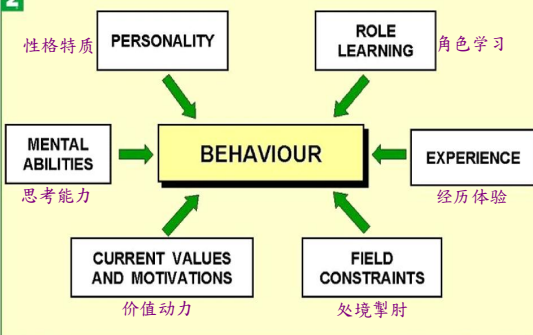
✓ ✗ Δ

向員工指出工作表現不足之處時，
應該採取「三文治」的方式：

- 首先，讚賞他／她的整體表現；
- 然後，指出失誤之處；
- 最後，以鼓勵說話作結。

What underlies team-role behaviour?

团队行为的背后



團隊的完美組合

鞭策者 <i>Shaper</i>	王 Vision	統領者 <i>Coordinator</i>
評審員 <i>Monitor Evaluator</i>	智 Thought	智多星 <i>Plant</i>
和事老 <i>Team Worker</i>	仁 Relationship	外交家 <i>Resource Investigator</i>
完成者 <i>Completer Finisher</i>	勇 Result	執行者 <i>Implementer</i>
	專業師 Specialist	

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和而不同

要以理服人
要從善如流
要群而不黨

錦囊 **2**
recipe

3. Stress Interviews

- ❖ typical of some American companies and non-professional interviewers
- ❖ “the apprentice” – the TV show
- ❖ Role play of stressful situations
- ❖ Facing unfair criticism, blame, insult,
- ❖ Customers with humiliating language to demolish your ego
- ❖ Important to demonstrate perseverance and resilience
- ❖ Be prepared to “walk out” politely – if it were off the top

臨危不迫

不要有問必答、要大方得體
不要長篇大論、要見好即收
不要動氣發怒、要氣定神閒

錦囊 **3**
recipe

4. Scenario Projection Interviews

- ❖ typical of some Chinese companies, especially in PRC
- ❖ Hypothetical scenarios – often beyond the normal experience of the candidate
- ❖ Often with a series of follow-up questions until the candidate fails to answer
- ❖ **Validity may be questionable**
- ❖ Important for the candidate to be able to **think on your feet**

Follow-up Questions

- ❖ Tell-me-more
- ❖ What – how – why
- ❖ Why – why – why
- ❖ Investigative

Investigative Questions

- ❖ Comparison
- ❖ Contrast: *commonality vs differences*
- ❖ Evaluation: *alternatives vs criteria*
- ❖ Projective: *potential impact and adverse consequences*
- ❖ “Dig-deep”

"Dig-Deep" Questions

- ❖ What was the outcome of
- ❖ What went through your mind when you
- ❖ You said "we". What did you yourself do specifically?
- ❖ What did you try to accomplish in
- ❖ What were your reasons for doing

隨機應變

要掌握事實、澄清假設
要兼顧遠近、裏外、人事
要“話到口中留半句”

錦囊 4
recipe

5. Standing out of the Crowd at Traditional Interviews

- ❖ "traditional interviews" in many local companies
- ❖ Self-reporting questions often not generating evidence for differentiation
- ❖ Self-evaluation questions often not reliable and inconsistent
- ❖ Selection decision often based on first impressions or gut feelings
- ❖ Question is: how to impress the interviewers in a short time-frame?

Self-reporting Questions

Report of usual, typical, general activities

- *Tell me about the duties and responsibilities on your last job*
- *Describe what you do in a typical day*
- *Walk me through your work history starting with your first full-time job*
- *Explain your school courses and your extra-curricular activities*

Self-evaluation Questions

Self-Evaluation - strengths and weaknesses; likes and dislikes; goals.

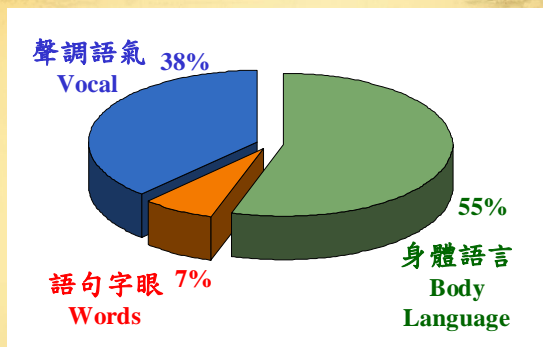
- What strengths do you bring to this position? Weaknesses?
- What do you like about your current job? What do you like least?
- What are your short- and long-term goals?
- Describe your leadership style.

Quiz: Which is best? Why?

"We need someone who can coach other staff. Tell us what makes you a good coach."

- I believe that I am patient with people and good at expressing myself ...
- I have done the following to prepare myself to become a good coach ...
- Could I share with you what I did last time when I coached my project members to use Access ...

Components of Communication



正面的身體語言

1. 自信
2. 態度誠懇
3. 積極合作
4. 適中的眼神接觸
5. 不亢不卑
6. 說話配合適量手勢
7. 聲線足夠，快慢有致，抑揚頓挫

負面的身體語言

- | | |
|---------|-----------|
| a. 聲音抖顫 | i. 粗聲粗氣 |
| b. 說話緩慢 | ii. 說話快速 |
| c. 表情憂慮 | iii. 表情傲慢 |
| d. 迴避目光 | iv. 目露兇光 |
| e. 防禦姿勢 | v. 支配姿勢 |
| f. 用手掩口 | vi. 手指對方 |
| g. 距離太遠 | vii. 咄咄迫人 |

脫穎而出

要昂首挺胸、正襟危坐
要以敬佩目光正視對方
要有言之成理的獨到見解

錦囊 5
recipe