MASTERCLASS IN INTERVIEW AND

SELECTION METHODOLOGY

PROGRAM INFORMATION

CONCHIE ASSOCIATES

OVERVIEW

Data suggests human judgment alone makes many errors when making hiring decisions. If we take average performance as the desired outcome , we get hiring decisions right about 36% of the time. If we set a more exacting standard, like top quartile performance, we get these decisions right 18% of the time (Source: Conchie Associates 7-year longitudinal study into hiring effectiveness of 100 executives). Who a manager chooses to hire is their most important decision, yet few have received research-based training designed to improve their success rate.

Whom a manager chooses to hire is their most important decision. Yet few managers have received research-based training designed to improve their success rate. This program aims to address some of the most common failings in approaches to interviewing and selection. It is delivered in person by two facilitators and includes a single day on site session (at a venue chosen by the client), followed by a 2-hour webinar after 3 months.

REQUIREMENTS FOR THE PROGRAM

The program is limited to 16 participants. Every person attending the session must be a participant – no "observers" are allowed.

All programs must focus on either Sales or Functional Managers (HR, Legal, Operations, Marketing etc.). This enables us to address the very different demands of Sales Management and Sales Leadership in comparison to managers and leaders in non-sales roles. Participants must not be mixed between sales and non-sales roles.

All participants must be current (or soon will be) hiring managers. **Each program we deliver must be focused EITHER on Managers of Individual Contributors OR Managers of Other Managers – participants must not be mixed between these groups.**

All participants must bring a cell phone on which they have downloaded the free app – "Poll Everywhere" available for iOS and Android.

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18%

OUTLINE

This program is crafted and adapted to the specific needs of clients and their participants. However, there are some core elements that are required. The specific agenda for the day will balance these core elements with any specific client focus or preference. The following is not an agenda but a description of the key components of our program.

CORE ELEMENTS

FULL DAY ON SITE PROGRAM	2-HOUR WEBINAR AFTER 3 MONTHS

FULL DAY ON SITE PROGRAM

CURRENT PRACTICE IN SELECTION

Summary of current approaches to selection based on a small selection of varied case studies. Participants will be able to compare their current and preferred approach to examples provided and begin to assess their efficacy.

We will cover and highlight specific problems and challenges illustrated by these case studies and lay the foundations for EEOC and APA (American Psychological Association) compliant approaches.

UNDERSTANDING AND DEFINING THE BUILDING BLOCKS OF SELECTION – EXPERIENCE, SKILLS, KNOWLEDGE, MOTIVATION, INTELLIGENCE AND TALENT

Few companies adequately define these important elements, yet it is imperative to understand what they are, why they are important and how they can be assessed through the selection process. Talent is the most difficult of these elements to assess in a face-to-face interview and this program will place the strongest focus on this.

RESEARCH PRINCIPLES IN SELECTION METHODOLOGY

Consistent and replicable findings in selection research will be presented and discussed. They will provide insight into each element of the selection process. We will explore the implications of these research findings and how they might positively influence participant approaches.

IMPACT OF PSYCHOLOGICAL BIASES ON SELECTION DECISIONS

Bias affects everyone. The degree to which participants are aware of their biases will depend on their level of exposure to feedback and their knowledge of the various kinds of judgment heuristics that determine their behavior. We will introduce participants to the most significant judgment biases and ensure they are aware of their existence and impact. One of the most replicated findings of psychological research into selection is that hiring managers tend to pick people who exhibit similar personality or behavioral characteristics to themselves. This program will provide a framework for interviewing and assessing candidates that will address this tendency.

BUILDING A SELECTION PROFILE

How companies define job requirements is extremely important, although current practice tends to be problematic when it comes to evaluating candidates. Typical job requirements fail to distinguish between essential selection components – experience, skills, knowledge, motivation, intelligence and talent – and this makes for imprecise and inaccurate evaluation. We will work in consultation with our clients to consider and refine specific existing job requirements they want to include as part of this program.

We will work with participants to define selection assessment criteria from their current job requirements. These criteria will describe, in terms of behavior and outcomes, the characteristics deemed important to the role in question. An important part of selection methodology is the definition of attitudinal and behavioral themes to be assessed. We will teach participants skills they can transfer to other roles. The outcome of this stage is the creation of a "Talent Model". This will form the basis of the assessment and evaluation of candidates.

DEVELOPING SELECTION ASSESSMENT CRITERIA

DEVELOPING ASSESSMENT QUESTIONS AND RESPONSE PREFERENCES

Asking the right questions of candidates is a skill few possess. We will spend a little time discussing why most typical questions candidates get asked are unhelpful in distinguishing between candidates. Being clear in the question focus is only important if you understand what to listen for – this is not something that can be determined in the moment, it should be clearly specified in advance. We will teach participants how to develop questions and "listen fors" for each of the thematic talent constructs identified as assessment criteria.

ASSESSMENT EVALUATION AND SCORING

It is important participants understand binary scoring of applicant responses against assessment criteria. We will provide examples of how to carry this out consistently.

DECISION MAKING

Deciding between candidates is the purpose of a selection process and this requires balancing all the various sources of evidence that inform this decision. We will help participants balance different sources of evidence, especially with respect to confidential references (should these be requested and obtained). We will look at situations in which evidence conflicts and determine how best to manage this. The outcome will be a decision that is based on a balance of objective sources of information available.

DIVERSITY

We will pay particular attention to the occurrence of "adverse impact" in selection decisions, including how to measure and mitigate this important effect. This will ensure that selection decisions do not adversely disadvantage any under-represented demographic group. We will also discuss broader approaches to hiring practices with respect to gender and ethnicity and ensure this is consistent with the company's current direction and approach. We will provide an overview of the relationship between implicit bias and selection decisions and introduce participants to ways of mitigating these.

MEASURING SELECTION IMPACT

Few managers measure the efficacy of their selection decisions with any precision. We will provide an effective measurement methodology and framework to address this.

DEVELOPING AND MANAGING A COMPREHENSIVE SELECTION PROCESS

We will describe an overall process for managers to follow within current company policy with respect to enhancing the company employment brand and providing the very best candidate experience. We will highlight the most effective approaches to applicant management and communication, and also provide some research evidence of the things that matter most in meeting candidate expectations and managing how your company brand is perceived. Of particular importance is the communication that occurs between hiring manager and candidate – we cover examples of how to frame the various conversations that introduce candidates to your process, and the things that should...and should not...be said to candidates as part of the hiring process. We will place particular emphasis on how to provide constructive and effective feedback to unsuccessful candidates.

OPTIONAL ELEMENTS

Some companies want our help in addressing specific aspects of selection. The following list is just a short example of the kinds of emphasis we have been requested to deliver. We can usually manage two such items in addition to our typical program.

- How to draw developmental insights from selection data
- How to create the right performance expectations
- How to deal with behavioral characteristics that can cause some individuals to misfire or behave unacceptably
- The importance of "culture" and "fit" with respect to selection decisions
- How to interview candidates for whom spoken and written English is a second language

SINGLE DAY PROGRAM CONCLUSION

The full day program ends with a review of each of the main issues. We provide a summary booklet with recommended activities and further reading, and we review what we would like participants to put into practice. Each participant is invited to summarize the key points they have learned. We conclude by highlighting the structure of the webinar we will deliver in 3 months' time.

FOLLOW-UP WEBINAR

Three months after the in-person program we invite all participants to attend a video webinar for 2 hours. This will review key learnings from the program and explore issues, challenges and specific questions arising from participants' experiences over the intervening time. We will encourage participants to share their key learnings – the things that went well and the things that didn't. We will facilitate a discussion of the most important learnings and also help answer any questions that arise.

We will present any new information or research insights that have come to our attention since the single day program.

We offer clients an email response service for on-going questions regarding selection approaches on a retainer basis. Unfortunately, we cannot offer to adjudicate between candidates under consideration for employment outside of a formal selection and assessment contract.

INVESTMENT

Introductory webinar, single day program plus follow-up webinar delivery. Inclusive of all set up calls and discussion of content. Materials will be provided in electronic format. For 16 participants per program. Exclusive of travel and expenses. Additional participants up to a maximum of 20 at $800 per participant.

PROGRAM COST
$16,000 USD

16 PARTICIPANTS

ADDITIONAL
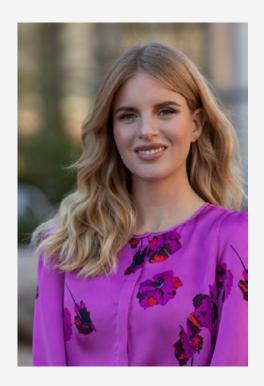$800 USD/
PARTICIPANT

UP TO 20 PARTICIPANTS

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We are committed to bringing research insights into world- class development programs that will help individuals learn, grow and achieve top performance.

With over 35 years of experience in the areas of psychometric assessment, executive coaching, top-level succession planning, individual and team optimization, organizational effectiveness and strategic alignment, Conchie Associates can help transform your business for long-term success.