

Interviewing

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The Agenda

Explore current knowledge

Review common failure
points

Build further understanding

Integrate new knowledge



EXPLORE CURRENT KNOWLEDGE

INSTRUCTIONS:

- ❖ Find someone you don't know with different colored paper
- ❖ Blue sheets are the interviewers
- ❖ Yellow sheets are the interviewees
- ❖ Answer the questions on the sheet
- ❖ Document the interview
- ❖ You have 8 minutes to complete



EXPLORE CURRENT KNOWLEDGE

INSTRUCTIONS:

- ❖ Switch Roles
- ❖ Blue sheets are the interviewees
- ❖ Yellow sheets are the interviewers
- ❖ Answer the questions on the sheet
- ❖ Document the interview
- ❖ You have 8 minutes to complete



EXPLORE CURRENT KNOWLEDGE

Debrief:

Respond Honestly

Ask Questions

Share Your Experience



EXPLORE CURRENT KNOWLEDGE

Debrief:

Who has had formal interview training?

Who is required to use interviewing in their position?

Who was completely comfortable with this exercise?

EXPLORE CURRENT KNOWLEDGE

Debrief:

Who did not ask at least one question on the schedule?

Who did not answer at least one question?

As an interviewee, who lied in response to at least one question?

EXPLORE CURRENT KNOWLEDGE

Debrief:

Who questioned the consequences of this interview?

Who questioned the purpose of this exercise?

Who evaluated the interviewer?

EXPLORE CURRENT KNOWLEDGE

Debrief:

Any other observations or thoughts on this exercise?

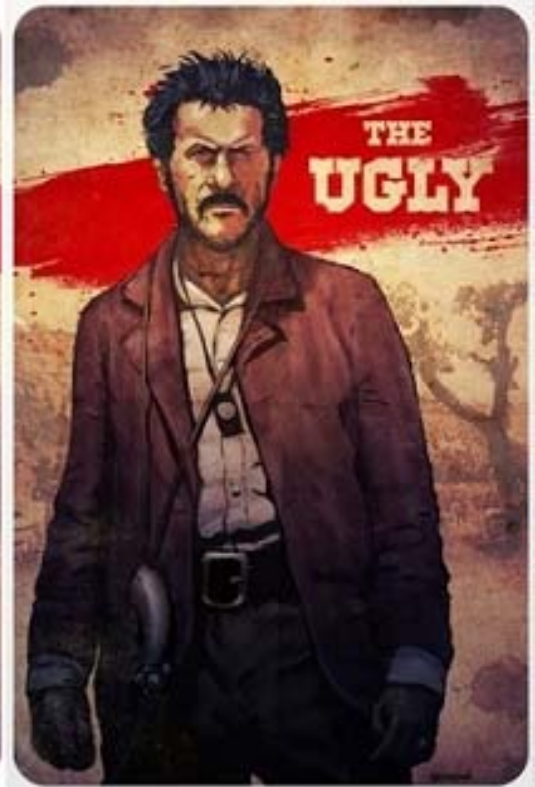


WHY DO WE CARE?

- Understanding the Interviewee MATTERS!!!



THE GOOD, THE BAD, AND THE UGLY



THE BAD



THE UGLY

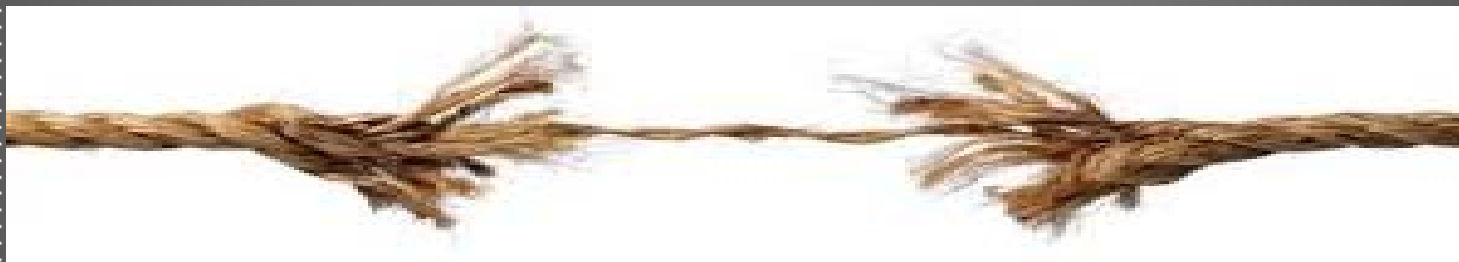


THE GOOD



COMMON FAILURE POINTS

- ▶ Little or no training/experience in interviewing
- ▶ Protocol Driven (Check the box mentality)
- ▶ Poor Listening Skills
- ▶ Not Asking Follow-up Questions (The know-it-all)
- ▶ Not understanding the Interviewee



BUILD UNDERSTANDING

- ▶ The Psychology
- ▶ The 10 Questions
- ▶ The Sales Pitch



BUILD UNDERSTANDING

The Psychology

- ▶ People are unique with specific motivations and weaknesses



BUILD UNDERSTANDING

The Psychology

- ▶ People are unique with specific motivations and weaknesses
- ▶ A one-size-fits-all interview approach does not work



BUILD UNDERSTANDING

The Psychology

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- ▶ Given enough pressure, people will tell what ever you want to hear



BUILD UNDERSTANDING

The Psychology

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- ▶ A person will not willingly disclose unless they believe it is in their interest



BUILD UNDERSTANDING

The Psychology

- ▶ People are unique with specific motivations and weaknesses
- ▶ A one-size-fits-all interview approach does not work
- ▶ Given enough pressure, people will tell what ever you want to hear
- ▶ A person will not willingly disclose unless they believe it is in their interest
- ▶ People have barriers (filters) to disclosure



BUILD UNDERSTANDING

The Psychology Information Extraction

- ▶ Interviewer is DOMINATE
- ▶ Interviewer appeals to fear
- ▶ Interviewee feels trapped
- ▶ Techniques are easy to learn
- ▶ Information is less reliable



Voluntary Disclosure

- ▶ Power is NEUTRAL
- ▶ Interviewer appeals to reason
- ▶ Interviewee feels empowered
- ▶ Techniques are difficult
- ▶ Information is more reliable



BUILD UNDERSTANDING

The 10 Questions

- ▶ Most reliable informants decide to provide useful information
- ▶ This decision is based on the answer to internal questions
- ▶ These questions are in three groups
 - ▶ Interviewer size-up
 - ▶ Subject assessment
 - ▶ What about me



BUILD UNDERSTANDING

The 10 Questions

The Interviewer Size-up

- ▶ Do I like the interviewer?
- ▶ Do I trust the interviewer?
- ▶ Is the interviewer judging me?



BUILD UNDERSTANDING

The 10 Questions

The Subject Assessment

- ▶ Why is the interviewer talking with me?
- ▶ Do I have the information that the interviewer seeks?
- ▶ How much does the interviewer know?
- ▶ How much can the interviewer find out from other sources?



BUILD UNDERSTANDING

The 10 Questions

What about me?

- ▶ What happens if I tell the information?
- ▶ What happens if I do not tell the information?
- ▶ Am I comfortable?



BUILD UNDERSTANDING

The 10 Questions

**YOUR JOB IS TO GUIDE THE INTERVIEWEE TO
ANSWER THOSE QUESTIONS IN A MANNER THAT WILL
YIELD RELIABLE AND ACTIONABLE
INFORMATION**



BUILD UNDERSTANDING

The Sales Pitch

- ▶ Convince the interviewee to provide information
- ▶ Tailor the sales pitch to capitalize on the strengths and weaknesses of the person
- ▶ Use logic and reasoning
- ▶ Be genuine
- ▶ Be compelling



INTEGRATE KNOWLEDGE

SUN TZU

Know Yourself

Know Your Enemy

Know Your Terrain



INTEGRATE KNOWLEDGE

Know Yourself

- ▶ Identify your strengths and weaknesses
- ▶ Mold your technique to your strengths
- ▶ Create your style of interviewing
- ▶ Continuously strive to improve



**KEEP
CALM
AND
KNOW
THYSELF**

INTEGRATE KNOWLEDGE

Know Your Enemy (The Other)

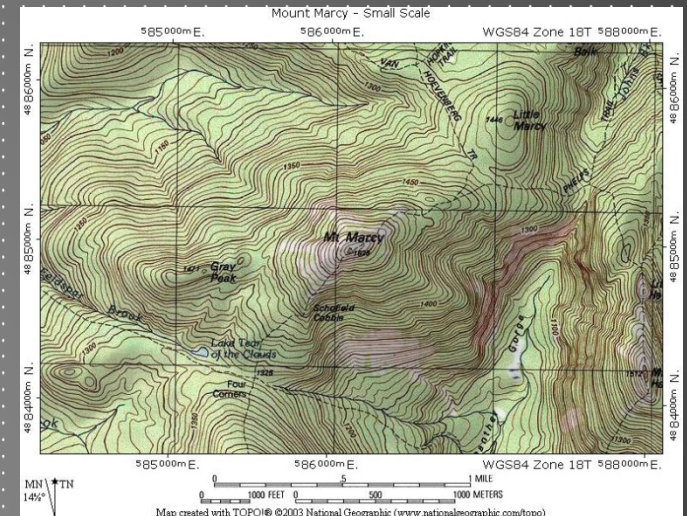
- ▶ Understand his motivations
- ▶ Understand his strengths
- ▶ Understand his weaknesses
- ▶ Answer the 10 questions for him
- ▶ Every Interviewee is different



INTEGRATE KNOWLEDGE

Know Your Terrain

- ▶ Understand the law (Employment and Criminal Law)
- ▶ Understand company policy and procedures
- ▶ Understand your corporate culture
- ▶ Keep the BIG picture in focus
- ▶ When in doubt, proceed with caution



QUESTIONS



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