



How To Interview Effectively

Most executives have never been taught how to properly interview for a position. Fortunately, the most effective interviewing process is quite simple, as long as you can discipline yourself to learn it and then follow it.

Don't Start Selling Until You Have Decided to Buy

In other words, resist the temptation to begin the interview by telling the candidate what a great job is being offered and what a great company you have **before you have concluded that this is the kind of person you want to hire.**

The Key to Good Interviewing

The key to good interviewing is for you **to ask great questions and then listen carefully and patiently to the answers.** Pause before replying. **Allow silences in the conversation. Question for clarification.** Frequently ask "What do you mean by that? Can you me give an example?". **Never assume that you know or understand what is said until you have checked to be sure.**

The Person Who Asks the Questions has Control

Be sure that you are the person asking the questions and not the other way around. The more a person talks, the better feeling you will get about whether or not he or she is a good candidate for the job. **You learn only when you are listening. You don't learn anything when you are talking about yourself, the company, or the job.**

The "Swac Formula"

There is a simple formula you can use developing your interview questions. It is called the "Swac Formula" It is based on the letters S-W-A-C. **These stand for the four ingredients you are looking for:**

Smart: know how their words and actions impact others. They deal with others in the most effective way.

Work Hard: work hard and do whatever is necessary to help the team succeed.

Ambitious: volunteer to fill gaps, take on more responsibilities and are eagerly looking for new ways to contribute to the team.

Conscientious: doing what is right and do their work or duty well and thoroughly

Other Qualities to Look For

First of all, **look for achievement or result orientation.** When you ask questions, listen for examples from the person's background where he or she has really enjoyed succeeding and getting results at a previous job. The only real predictor of future performance is past performance. **Probe this area carefully and demand specifics, not generalities: "What exactly did you do and what results did you get?"**

Listen for Intelligent Questions

One of the hallmarks of curiosity is that **a good candidate will have serious questions**, usually written out, that he or she wants to ask about you, the company, the job, opportunities for the future, and so on.

The Right Candidate

The right candidate will want to start as soon as possible. The wrong candidate will have all kinds of reasons for delaying a decision or delaying leaving a current employer. The worst candidates of all are usually those who want to take a vacation before they start working for you.