



# INTERVIEWER'S Pocketbook

*3rd Edition*

A pocketful of tips, tools  
and techniques to ensure  
you select the best people  
and avoid costly  
recruitment mistakes

**Sean McManus  
& John Townsend**

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# **THE INTERVIEWER'S POCKETBOOK**

***3rd Edition***

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# UNDERSTANDING INTERVIEWS

## UNDERSTANDING INTERVIEWS

### ABOUT THIS BOOK



Conducting a good recruitment interview is hard, much harder than people expect, and the process often fails. A survey of hiring managers conducted by Harris Interactive on behalf of Careerbuilder found that 62% of UK hiring managers had hired someone who turned out to be a bad fit for the job, or unable to do it\*. 27% of UK companies said that a bad hire cost them more than £50,000.

The popular belief that you can 'just tell' whether someone will be good at a job has been proven wrong in practice, again and again. In order to hire the right people into your organisation, your interview process must be reliable, consistent and fair.

This book will help you to develop your skills in asking questions, listening, using body language, preparing interviews and conducting them. As a result, it will help you to make sure you're recruiting the very best people into your organisation.

\* More Than Half of Companies in the Top Ten World Economies Have Been Affected By a Bad Hire, According to CareerBuilder Survey, 8 May 2013

## UNDERSTANDING INTERVIEWS

# WHY GOOD INTERVIEWS MATTER



Why is good selection interviewing important?

**Success** Your personal success depends on the quality of the people you hire.

**Cost** Selection mistakes can cost thousands.

**Growth** Your organisation's growth depends on your ability to attract and keep good people.

**Reputation** The selection interview is a dialogue with the labour market. The way you conduct interviews will be fed back to the market and can create (or destroy) a reputation.

**Development** If you select mediocre people you can't develop them into future leaders.

## UNDERSTANDING INTERVIEWS

### THE STAKES ARE HIGH



For the employer, a wrong hiring decision can be expensive. It often leads to:

- Unplanned training costs
- Unexpectedly low productivity
- Missed sales and growth opportunities

Ultimately, the whole recruitment process must be repeated, setting the company back months. Those interviewing must take more time out of their day-to-day work for further interviews, and advertising and agency fees must be paid again. Apart from the visible costs, a bad hiring decision can also disrupt the team and sap morale.

For the interviewee, there's a lot at stake too. They might leave a job where they're happy so they can join your company. They might even relocate. If they don't match your job requirements well, they'll struggle to perform the job and will be unhappy. Ultimately, they are likely to leave the company and will have to find a suitable job elsewhere.