







DRIVING BUSINESS RESULTS – SELECT

BEST MATCH

STRATEGICALLY CUSTOMIZED

MODULES

KEY LEARNING OUTCOMES

	30 MINUTES	Learn about various laws that impact the hiring process	<ul style="list-style-type: none"> Gain the ability to discriminate between legal and illegal questions Understand the role of manager as legal representative of the company during interviews
	60 MINUTES	Consider the costs and ramifications of poor hiring decisions	<ul style="list-style-type: none"> Identify the associated expense (hard costs and opportunity costs) and the consequences of poor hiring decisions
	60 MINUTES	Learn the three key areas to explore during an interview	<ul style="list-style-type: none"> Learn how the application of <i>Can Do</i>, <i>Will Do</i>, and <i>Will Fit</i> helps in selecting the best candidate possible
	90 MINUTES	Build skill analyzing a job profile for <i>Can Do</i> and <i>Will Do</i> aspects	<ul style="list-style-type: none"> Build the skills to analyze a job description for the critical competencies and motivators
	120 MINUTES	Discover the power and nature of behavioral interviewing	<ul style="list-style-type: none"> Learn how to create appropriate behavioral questions that align with various competencies and motivational dimensions Demonstrate the ability to ask behaviorally anchored questions
	120 MINUTES	Build <i>peeling the onion</i> and response analysis skills	<ul style="list-style-type: none"> Build skill in evaluating candidates' responses using the <i>Situation, Action, Outcome</i> process

DRIVING BUSINESS RESULTS – SELECT



Selecting the right person for the right sales position in the right company

MODULES

ACTIVITY DESCRIPTION

Learn about various laws that impact the hiring process

- Before the workshop, participants complete a reading assignment on the dos and don'ts of interviewing.
- Participants take a legal quiz; facilitator and company HR representative lead a discussion about the legal issues.

Consider the costs and ramifications of poor hiring decisions

- Participants describe in writing their own personal experience with a great hire and a poor hire.
- They explore the costs of poor hiring decisions.

Learn the three key areas to explore during an interview

- Using a learning map, +/- cards, and group discussion, participants discover the three critical areas of exploration: *Can Do*, *Will Do*, and *Will Fit*.

Build skill analyzing a job profile for *Can Do* and *Will Do* aspects

- Using their new skills, participants write an interview guide for an actual position for which they will interview candidates.
- Participants use a customized competency guide for selecting key competencies for that job.

Discover the power and nature of behavioral interviewing

- Watching two rounds of videotaped interviews helps participants discover the differences between traditional and behavioral interviewing.
- Using the interview guide for an actual position, participants create behavioral questions, then practice *peeling the onion* until the candidate has provided a complete picture of a situation, actions taken, and outcomes realized for a specific competency or talent.

Build *peeling the onion* and response analysis skills

- Participants watch a segment of an interview and then rate the candidate's responses against a set of objective criteria.
- In group discussion, participants compare their individual ratings in order to build inter-rater reliability.
- Participants continue their interviewing skill-building.