

Conduct an Interview to Land the Right Person: The Midlevel Manager's Guide Five Golden Rules

- 1 Behavioral interviewing.** Make sure the candidate can articulate a situation in which they demonstrated a skill - even if it's in an unrelated circumstance - and pick them over someone who only describes what they "would do."

(1) Always ask for actual examples of when someone did or handled something you're interested in, or showed a skill you're looking for. And (2) don't discount real-life examples outside the workplace over hypothetical examples in the workplace.

- 2 Teamwork.** If the job requires teamwork, then seek real, true examples of collaboration and conflict resolution.

Teamwork is actual brainstorming, open conflict and resolution, and problem solving with collaborative removal of barriers.

- 3 Technical expertise.** Take technical assessments offline.

You don't need to spend one-on-one time asking about the technical stuff. Consider limiting the Q&A to behavioral interviewing.

- 4 Hire for the need, not for your comfort.** Like tends to hire like. Don't do this to your team's and the project's detriment.

DO NOT just hire a version of yourself because that's what's familiar and resonant. Remind yourself what the skills for the position are, how to balance the whole team, and what will serve in the long run past an initial getting-to-know-everyone onboarding process.

- 5 Fit Assessment.** Have fellow team members or direct reports interview on issues of "cultural fit."

Set expectations with your team about the role they have in the candidate evaluation. This should still be some level of behavioral interviewing.