

# Career training: Chapter 1 - Management

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EPFL courses - Management training: <https://epfl.eu.crossknowledge.com/site/channel/248>

## 1 Manage Recruitment Successfully

### 1.1 Module 1 Ensure a structured recruitment process

- Module summary:
  - How should recruiters approach interviews?
  - Conducting a recruitment interview with an experienced executive
  - Preparing to recruit an experienced executive
  - Deciding between experienced candidates when recruiting

#### 1.1.1 How should recruiters approach interviews?

- Questions about: Record, Accomplished, Skills
- Give realistic exceptions to allow long employee retention.
- Same questions to each for compare.

#### 1.1.2 Conducting a recruitment interview with an experienced executive

Same Q to all candidates. Notes during interview. It is not about taking them out of their comfort zone. Explain how interview will proceed.

#### 1.1.2.1 Main issues to discuss

- Can do (abilities and problem solving).
- Fit (How interacts with the team, leader, follows orders, etc.).
- Will do (ambitions)

#### 1.1.2.2 Get the info you need

- Explain the interview process.
- Verify specific details: can do, will do, fit.
- Avoid direct, closed Qs like “do you like X?”, or reciting their CV.
- Help them to show who they are. Don’t ask broad career Qs, you are leading so it up to you to start. But do not have leading Qs that infer the answer.
- Taking notes in 2 parts:
  - LH column: experience
  - RH column: Personality

#### 1.1.2.3 How to end

- Self assessment
  - What are you most frequently criticised for?
- Minesweeping
  - Is there anything that you have not mentioned that we should know?
- Aspirations and contributions
  - What do you think you can contribute?
- Last Q to ask yourself before they leave
  - Suitable: leave them with no doubts, sell position by their aspirations, 20 min., another interview, etc.
  - Not suitable: tell them why frankly.

#### 1.1.3 Preparing to recruit an experienced executive

STEP 1: Make a list of the criteria that need to be met in order to be eligible for the post

- Begin with a description of the post.
- List the essential requirements: training, professional experience, languages spoken, etc.

STEP 2: Select the candidates to be interviewed

- Use your list of criteria to select candidates on the basis of their CVs.
- Be flexible in the use of standard profiles such as these: know how to recognise profiles that are worthwhile even if they are not standard.

STEP 3: Identify the skills that need to be assessed during the interview

- Begin with a description of the post to be filled.
- Identify the skills that are essential for succeeding in it.

#### 1.1.4 Deciding between experienced candidates when recruiting

Name	candidate1	candidate2	candidate3
Key responsibilities (note 1-4)			

Name	candidate1	candidate2	candidate3
Skills and key qualities (1pt per essential skill)			
Experience (1pt per)			
Interest shown in the position (note 1-4)			
Total points			

## 1.2 Module 2 Competency-based interviews

- Module summary:
  - How to conduct performance reviews
  - The future of performance appraisals
  - Use empathy to make your performance review a success
  - Getting staff members to express themselves during performance reviews
  - How to conduct performance reviews

## 1.3 Module 3 Question and reformulation techniques

- Module summary:
  - Don't tell, ask
  - Asking questions
  - Rephrasing
  - Preparing the wording for giving feedback
  - Preparing the wording of a request

### 1.3.1 Don't tell, ask

Instead of trying to solve others' problem, staff may already have a solution or idea that is ideal. Ask them first.

- Take the other person's perspective while learning their reasoning.
- Ask Qs until you understand their point of view.

### 1.3.2 Asking questions

- Closed Q for gathering info
- Closed Q for making suggestions
  - Closed Qs will require short answers that cannot fully relate the important points.
  - They deal with facts.
  - Pro: Fast, structured.
  - Con: Not giving the other person time to make their points causes interrogation and poor dialogue.
- Open Qs
  - Developing Qs allow the person to expand: How so, for example, based on what criteria?
  - They involve the other person and create trust.
  - Can evaluate how solid the reasoning is.
  - Cons: They can cause waffling and not leading the meeting.
- Right Q at right time.

### 1.3.3 Rephrasing

- Focus on main issue

- Use own words
- Summarise and recap
- Don't repeat everything - irritating
- To successfully summarise: Adapt to the needs of the other person
- It is not to confirm what the other person is saying
- It is to focus and summarise, make a shared simple points of agreement.
- Avoids misunderstanding.

Rephrase to: - Clarify for confusion - focus for off-topic - summarise for too many details - convert for non-verbal signals - address a process for a struggling group

### 1.3.4 Preparing the wording for giving feedback

Use these to guide feedback

1. Feedback theme:
2. Obj 1: Identify an observable situation. Be specific.
3. Obj 2: Give tangible proof of what you want to pinpoint. Be factual.
4. Obj 3: Make the impact on performance explicit. Criticize work but not their person.

### 1.3.5 Preparing the wording of a request

Formulate your request:

- Have you worded your request in the 1st person?
- Have you justified your request?
  - Say why you need what it is you are requesting.
- Have you personalised your request?
  - Explain why you are addressing your interlocutor.
- Remember to respect your interlocutor's freedom of expression.
  - Your interlocutor has the right to say no to your request, so be careful of the tone you use to address him/her.

Rephrase your request:

## 1.4 Module 4 Master the recruitment process

- Module summary:
  - Concluding the recruitment process
  - There are no short cuts in a good hiring process
  - Always hire for attitude
  - Cultural fit is the key
  - Recruit 'adults'

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This document is hosted on <https://github.com/DylanLawless/training>