

28 J+M+R Tips on How to Interview:

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8 things before the interview:

1. **Review the candidate's resume** and any supporting documentation.
2. **Assess the person's skills match** with the ideal candidate. Identify any gaps.
3. **Write down your questions** generally as well as questions for a specific individual.
4. Reserve a conference room or other **space with a door that closes**.
5. Let your colleagues know **you will be busy**. Book some "insurance" time.
6. If others are involved in meeting the candidate, **assign meeting sequence** and topics.
7. Manage your time appropriately. When notified, **greet the person promptly**.
8. Just like mom said, use a **firm handshake** and good eye contact.

17 things during the interview:

1. Offer the candidate something to drink. **Warm to the meeting socially**.
2. Start with a **brief overview of the company** and the position.
3. Leave "air time" for the **candidate to ask questions**. Don't pontificate.
4. Mix your style of questions to **keep the conversation flowing**.
5. An **open probe can be disastrous** ("Walk me through your career ...").
6. A **closed probe is better** ("How did you get to your current company?").
7. A loose, **informal interactive style** (not a patterned interview) is recommended.
8. Changing directions can **reveal the candidate's thought process**.
9. Try to **come up with something new** to ask or a new way to ask it.
- 10 All bona fide **occupational qualification subjects** are acceptable, i.e., "This position requires two or three trips to Asia per year. Is that something you can do?"
11. **Avoid sources of discrimination** (marital status, country of origin, religious affiliation, etc.).
12. **Talk about yourself sparingly** and only if asked.
13. If at all possible, **do not take calls or leave the room**. It is disrespectful.
14. **Thank the candidate** for the time and interest in the position.
15. **Ask what the candidate thinks** at the conclusion of the meeting.
16. Set a **follow up time** when you will give feedback and a go/no go decision.
17. Stick to the follow up time. It is a measure of **courtesy and respect**.

3 things after the interview:

1. **Make notes**. Or expand your notes. Summarize your impressions.
2. If you have a **criteria matrix** or other report card, fill it in.
3. List the candidates **strengths and areas of concern**.