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**HIRING SMART™**  
**KNOW HOW TO ASK QUESTIONS (KEY #3)**

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The Four Best Sources of Information

- **Relevant Experiences.**
- **Understanding of Techniques.**
- **Applicant's Self-Evaluation.**
- **Applicant's Preferences.**

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**Look for Relevant Experiences.**

Experiences in which the applicant demonstrated the knowledge, skills, personal characteristics, or motivation that is required by the KSC.

**Ask for Situation & Success Stories.**

Accounts of an experience in which the applicant might have demonstrated what you are looking for.

**Ask:**

- What the applicant did.
- How the applicant did it.
- How successful it was.

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Requests for situation and success stories:

- “Tell me about the most difficult clinical decision you made recently.” Then, “Why was it difficult?” “On what basis did you make the decision?” “What was the result of the decision?”
- “Think back to the last patient you encountered who was difficult to deal with. What made this patient difficult?” Then, “How did you handle the patient?”
- “Think back to one of your more difficult problem performers, and tell me what the problem was and how you dealt with it.”
- “Tell me about a situation in which your performance didn’t live up to your expectations.”

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Look for Understanding of Techniques.

Has the applicant mastered the techniques required for skillful performance? Does the applicant know how to perform the task?

Ask Testing Questions.

- “Let’s talk about your daily work routine. What tasks are high priority? What tasks are low priority? What tasks don’t get done during your shift sometimes?”
- “What do you do to cope with the pressure and stress in the job?”
- “How do you get the best out of your people?”

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Look for the Applicant's Self-Evaluation.

Ask Self-Evaluation Questions, and use a 2-step approach.

Step #1: Ask, "How reliable are you in emergencies, when you need to think and act rapidly?"

Step #2: If the response is positive say, "Good. Tell me about the last emergency you handled, or helped to handle."

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To cut hiring guesswork:

Look for: Relevant Experiences.  
Ask: For Situation and Success Stories

Look for: Understanding of Techniques.  
Ask: Testing Questions

Look For: The Applicant's Self-Evaluation.  
Ask: Rating Questions  
Follow-Up Questions  
For Outside Perspectives

Look For: The Applicant's Preferences.  
Ask: For Likes and Dislikes

Ask: Open-Ended Questions

Don't Ask: Revealing Questions

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Variations of Self-Evaluation Questions:

Ask for Likes and Dislikes.

“What do you like (and dislike) most about . . .  
. . . your present job?”  
. . . your boss?”  
. . . the company?”

“How satisfying do you find (a specific task or responsibility)?”

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Variations of Self-Evaluation Questions:

Ask for Outside Perspectives.

“How might your friends describe your personality?”

“What might your co-workers tell me about how cooperative you are?”

“If I had all of your present subordinates together and asked them to describe your supervisory style, what might they tell me?”

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Variations of Self-Evaluation Questions:

Use a Rating Scale.

“On a scale of one to ten, with ten the highest, how would you rate your skills in....?”

Followed by, “Tell me about a situation in which you demonstrated that skill.”

And, “What would you need to do to achieve a higher rating in that skill?”

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### The Reference Question Technique.

Step #1: Convince applicants that you will attempt to contact their previous supervisors as references.

- Ask for references with comfort and confidence.
- Accept only supervisors and/or clients as references.
- Ask for references early in the interview.
- Read the applicant's reaction.
- Ignore the difficulties.

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## The Reference Question Technique

Step #2: Ask what the references might tell you.

- “What sort of reference do you think Bill Winters at XYZ Co. will give us on you?”
- “What might he tell us that you do particularly well?”
- “What might he tell us when we ask how you could have improved your performance at XYZ?”
- “Might he give us any different reasons for your leaving XYZ?”

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### The Review Question Technique

Step #1: Establish that the applicant's employer has a performance review program.

“Your present employer has a program for periodically reviewing employees' performance, doesn't it?” “When was your last review?”

Step #2: Get an understanding of the program. Ask:

- “On what factors were your performance rated?”
- “What scale was used for rating performance?”
- “Did your supervisor discuss the review with you?”

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### The Review Question Technique

Step #3: Probe to understand the results of the applicant's most recent review. Ask:

- “In which factors did you receive the highest rating? . . . the lowest rating?”
- “What rating did you receive on each of the performance factors?”
- “What was your overall rating?”
- “What did your boss tell you that you need to improve upon?”
- “In which performance factors did you show the most improvement (decline) since your previous review?”

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**HIRING SMART™**  
**KNOW WHAT YOU ARE LOOKING FOR (KEY # 1)**

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“Can” Criteria

- Technical Requirements
  - Technical Preparation
  - Technical Skills
- Skills & Abilities
- Personal Characteristics

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**KNOW WHAT YOU ARE LOOKING FOR (KEY # 1)**

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“Will Criteria”

- Intrinsic Motivation
    - Hard Working
    - High Initiative
    - High Standards of Performance
  
  - Extrinsic Motivation
    - Needs Challenge
    - Needs Responsibility
    - Needs Power/ Control
    - Needs Advancement
  
  - Dissatisfiers
    - Frequent travel
    - Frequent Overtime
    - Regimented Routine
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**HIRING SMART™**  
**KNOW WHAT YOU ARE LOOKING FOR (KEY # 1)**

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**Key Selection Criteria (KSCs)**

The knowledge, skills, characteristics, and drive that you look for in the people you hire—the “can” and the “will” criteria.

- Clearly and directly related to successful performance in the job.
- Must be brought to the job vs. can be learned on the job.
- The most important criteria. Rarely are more than eight KSCs needed for HIRING SMART.