

Some final tips

1. If you find yourself really liking them, ask yourself whether you would still like them if they failed to perform in the job.
2. Conversely, if you take a dislike to them, ask yourself if you would find yourself beginning to like them if they were brilliant at the job.
3. If you interview with someone else you will tend to end up thinking alike. It is more impartial to interview separately, write up your notes and conclusions, and then compare notes.
4. Ask them “What are your star qualities?” and then, when that has relaxed them, asked them (semi-jokingly) “...and what *shouldn't* we give you to do” or “...and where *don't* you shine so much?”. This is much better than “What are your weaknesses?”
5. Ask questions which try to disprove your current theory about them rather than reinforce the conclusion you have already jumped to. If you can't disprove your theory then it's probably correct.
6. At the end, say “OK, that's the end of the interview, would you like a cup of coffee” and then, as they relax, you can find out what they are *really* like.
7. After someone has been with you for six months, review your interview notes: how did you do? Were your judgements accurate? You can “recalibrate” yourself in this way. As you make your selection at the end of the interviews, make a note 6 months ahead in your diary to do this.
8. Don't be afraid to admit that you got it wrong and get rid of a bad appointee. Remember - the cost of keeping a “40%-er” is huge over a period of years, and someone else far better would love to have that job.
9. Ask the people who you interviewed and appointed “What did the process feel like? How could we have made it better for you?” Remember that you are selling the company when you interview.

