

# Impactful Interviewing: Hiring to Win



Made any poor hires lately?

Have you hired individuals despite red flags?

Do your interviewers follow your hiring processes?

Do they focus overly on technical fit, or chase down irrelevant leads?

Want to make your hiring process more effective,  
and enable your recruiters to make the best choice?

The hiring process in any organization involves having conversations with applicants to understand their qualifications and also assess whether they are a 'fit' for your corporate culture. However, most interviewers do not demonstrate the acumen to conduct interviews. Not surprising, because nobody outside of HR trains for interviews! Usually, interviewers go with their gut instinct, or get into irrelevant details, and usually end up with wrong recommendations. Interviewing, particularly in larger organizations, becomes a roulette (Russian, if the hire is not up to the mark). So, there's a pressing need to stop gambling with your hires and train recruiting managers to be better interviewers.

**We propose that Interviewing Simulations (IS) are the answer. More on this after the jump...**

The business needs driving better interviews are obvious: money being first among them. Statistics reveals that the cost of attrition, replacement and poor hiring all affect a company's performance.

[The U.S. Labor Department estimates it can cost, on average, one-third of a new hire's annual salary to replace him or her. These costs increase, the higher up in the organization the turnover occurs.](#) If there was an intervention that could, say for a position with an annual salary of \$100,000, help not the best hire from materializing, you've saved the organization \$30,000. And the Labor Department's estimates are conservative; per the Society for Human Resources Management (SHRM), it could cost up to five times a bad hire's annual salary.

Of course, this doesn't cover the ROI you get from hiring the right person: [a 15% improvement in performance yields a 500% ROI for most companies, per the Adler group.](#)

Any intervention that helps improve the interviewing process is basically paying for itself and giving you a strong ROI right off the bat.

The equation above doesn't factor in morale and culture effects though; employees who are not an optimal fit or do not contribute, or worse, are actively undermining the work culture, hurt companies. It's even worse if you end up hiring the wrong person. [They cost US organizations \\$450 Billion annually, according to a Gallup poll in 2013 \(Gallup poll here,](#) requires registration). It makes perfect sense to make the interviewing filter pretty strong: it's about protecting your organization from "not good" employees as well as hiring the ones that would supercharge it.

Interviewing Simulations work well as a training format to solve this problem. They are a very effective mechanism for interviewers to learn, apply, and experience the process within a simulated environment. The interviewer learns how to engage with a virtual candidate, conduct an effective interview, and gauge the interviewee's strengths and weaknesses, as well as their fitment for the position.

MPS Interactive has developed a significant number of interviewing simulations for various global organizations across industry verticals.

## These are the advantages which our Interviewing Simulations bring to the table:

### Discovery:

A good interviewer isn't satisfied with just what the candidate says; they probe into successes and failures. They want to get at the attitudes and passions that drive the candidate and to do a stat check if the values the candidate has will fit those of the company. A good interviewer is a detective: probing, parsing and piecing together what makes the candidate tick. Apart from live interview role-plays, only interviewing simulations give the learner that experience.

#### » **How it would work in a simulated scenario:**

Weak candidates in our simulations will give you rote answers or be defensive about perceived shortcomings. Good candidates in our simulations might not offer up their best traits – they might be very good at self-promotion. In either case, it's necessary to dig deep.

### Process:

All good companies have mature interviewing processes and guidelines. But it's not enough for employees to know them; they need to be imbibed to work. Interviewing simulations are more successful at this as they can monitor the choices made and warn the employee-as-interviewer when they go "off track". The process can also have parameters of interviewing performance evaluation, and the learner's performance can be measured on these.

#### » **How it would work in a simulated scenario:**

A favorite pastime of the simulation designer is to leave in options that let the learner skip past essential questions. These test if the learner knows what they need to ask up front. Similarly, there are trap options that fall foul of Equal Employment Opportunity (EEO) regulations; questions that expose the company to accusations of discrimination. What better way to drive home the results of asking an inappropriate question than have the candidate complain and sue the (virtual) company?

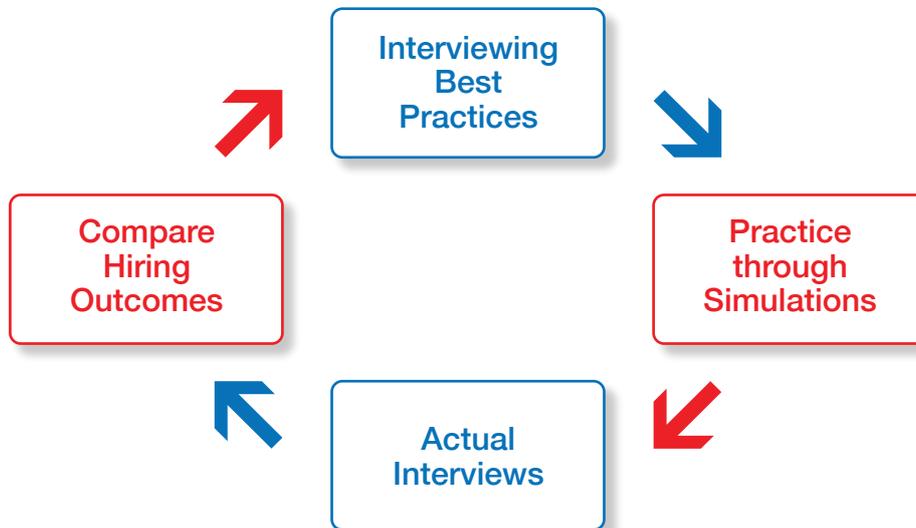
### Evaluation:

Arguably the most important bit. Is the person in front of me good enough? How do I know? The simulation will keep notes of the interview for you, to peruse at the business end of it. The learner's decision to hire or reject will have clear business and morale implications for the company. The simulation also carefully dissects your performance on multiple parameters and marks out areas of strength and improvement. The scores and parameters can be transformed to a leaderboard, and even analyzed vis-à-vis hiring outcomes for further customization of hiring practices and simulations.

#### » **How it would work in a simulated scenario:**

Poor hiring decisions drop company morale and cost the company more, and good ones... you know the script.

Thus, we get a virtuous cycle as below:



Sure, you could replace the simulations with lower-level interventions—videos, conventional e-learning, and the like—but simulations keep the focus on “doing”. And unlike interview role-plays, they’re scalable and uniform across a variety of learning audiences.

In summary, Interviewing Simulations offer a platform for you to train your interviewers to perfect their interviewing techniques, so you can hire the top performers your organization needs.

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