



THE SELECTION PROCESS



Halecroft Recruitment

Executive Search & Selection

SELECTION PROCESS

PERSONAL INFORMATION

If you are successful with your application you will move forward into the selection process. Exactly what the selection process looks like will vary with each role you apply for. For example, there may be only one stage consisting of an interview with the functional head. Yet for a similar role in another company you may have a telephone interview with an agency, a first stage with an cv based interview with the functional head, followed by a second stage at a later date consisting of a presentation and competency based interview with HR and a Director. Another company may choose to hold an assessment centre to select the right person for the role.

This is the goal of a selection process for an organisation – to get the right person to fill a vacancy in their company. It is your goal to make sure they think you are the right person for that role. To succeed in your goal, you will need to prepare yourself for each selection process you enter.

There are some common selection methods used by recruiters to help them make the best decision about which applicant is the most suitable. They are:

- CV based interviews
- Behavioural or Competency based interviews
- Technical interview
- Presentations
- Problem-solving exercises
- Practical activities
- Psychometric testing and personality profiling
- Assessment Centre

INTERVIEWS

Your interview may be one of those listed below or could be a combination of two or more types of interview. It may also be that you are attending a panel interview. This is where there are a number of interviewers who will each ask questions. A panel interview will follow one, or a combination of the following types of interview.

CV BASED INTERVIEWS

This is an interview which focusses on key elements of your CV so the interviewer will be asking questions based on the information you shared on your CV. Make sure you are as familiar as you can be about the information on your CV. Remember you will have tailored your CV for each role, so be sure you review the CV you submitted for that role to ensure you can answer in detail.

You will be expected to explain your employment history and experience clearly and fluidly. You will need to explain any significant gaps in your history. You will also have the opportunity to ask any questions at the end of the interview. The interviewer may also want to know about your future career plans, personal interests and personality.

To prepare for this type of interview:

1. Read and re-read the CV you submitted
2. Review the job description, advert or any other documents associated with the role
3. Know your main strengths are and be prepared to repeat them at the interview
4. Identify any possible weaknesses and have a phrase ready which counters them in a positive way
5. Prepare an answer to a popular opening, but vague question – Tell me about yourself
6. Research the company. You may be asked an opening question like What do you know about our company?
7. Have some questions prepared to ask at the end of the interview

BEHAVIOURAL OR COMPETENCY BASED INTERVIEWS

This will look at your previous roles with similar responsibilities to the role you have applied for to assess your potential future performance. The organisation will have a set of qualities and experiences called competences which they are looking for. This could include working as part of a team, handling challenging situations, specific knowledge or skills. They will be outlined in the job specification.

The interviewer will ask questions about where you have dealt with a certain situation or problem and will want you to give specific examples where you have positively dealt with this or similar situation and achieved a positive outcome. Try to give specific answers rather than talking generally.

Below are some example behavioural/competency based questions:

- Describe a situation where an activity in your area impacted on another part of the business. Tell me how you managed this
- Give an example of a difficult objective that you had to achieve. Tell me the problems you encountered and the actions you took in order to achieve your objective
- Managing change is key to the role of manager. How have you introduced change recently and what process did you go through
- Sometimes we must make decisions quickly. Tell me about a time when you had to make a decision too quickly. What was the result?
- Describe a situation where you have had to deal with a challenging colleague. Why were they challenging and how did you handle it?



THE STAR MODEL

This model is a good way to structure your answers to behavioural and competency based questions.

S: Situation – describe the situation/problem you had encountered

T: Task – describe the task that the situation required or your ideas for resolving the problem

A: Action – describe the action you took and obstacles you had to overcome

R: Result – highlight outcomes achieved

If you are actively job searching you may find it helpful to create a list of common competences for the type of role you are looking for and prepare an answer based on the STAR model.

Competency	Situation	Task	Action	Result	Other Info

This will build up a library of potential answers which you can use in preparation for your interview.

TECHNICAL INTERVIEWS

This type of interview is to identify your personal skill set and if you have the skills for the role. The technical skills will vary widely from role to role. Examples of technical skills could be

computer skills, communication skills, analytical skills, personal effectiveness or influencing. These could be asked in a competency style of question and the STAR model would be a

good way to structure your answers. If you are asked about something which you do not know how to do, please don't worry. Nobody is expected to know everything, but it would be beneficial for you to demonstrate how you go about finding out how to do something.

GENERAL TIPS FOR INTERVIEW SUCCESS

- Know your CV
- Know where you are going. Do a dummy run if you are going somewhere unfamiliar and allow extra time for your journey
- Research the company. Review recent press coverage and social media profiles. Any trends in the market. Look at what the company does that is relevant to your skills and how you will fit in and make both a contribution and impact
- Always dress in smart business wear
- Prepare answers to likely questions you will be asked
- Prepare the questions you would like to ask
- Smile, make eye contact, have an open posture
- Vary the pitch and tone of your voice as you do in normal conversation. Speak clearly
- Postpone salary discussion if at all possible. If you are pressed for a figure provide a range based on your total compensation
- Take copies of your CV
- Reflect on each interview and review how well it went, what could have gone better and what should you practice and learn for the next one
- Seek feedback from your interviewer(s). This is valuable insight which you can use to develop and improve for future interviews



PSYCHOMETRIC AND PERSONALITY PROFILING

These tests will usually be conducted online and are used to test how you will respond in certain situations, personal strengths and developmental areas, preferred working styles and how you might behave at work. It is important to understand that there are no right or wrong answers to this type of test. Ensure you allow plenty of time to complete the tests and do not complete them if you think you may be rushing to finish. An indication of the time required will be provided.

You will be asked to answer a series of questions and the recruiter will receive a profile generated from the responses you gave. If you receive a copy of the profile read it in detail, especially if it highlights areas you could improve. It is likely that you will be asked during the selection process about these and how you might overcome them. If you feel that there is a statement which you feel you disagree, be prepared to explain this and have a good example which demonstrates that this is not correct.

It is easy to feel defensive when being asked about specific aspects of your profile. Always remain positive and calm when discussing your profile.

If you feel anxious about this type of test, you can practice tests online. If you know the type of test you will be asked to take e.g. Myers-Briggs or SHL personality profile test, type it into a search engine online and see if you can take a practice test.

PRESENTATIONS

Your credibility is your only currency when you present in front of others. If your audience does not trust you, you will not get your message across. In less than a minute your audience will have formed an impression of you and your credibility.

CREDIBILITY = KNOWLEDGE + CONFIDENCE

You will demonstrate your credibility to your audience in part through sharing your expertise and knowledge through your presentation. Think about the audience and plan your content carefully. Do not make assumptions about your audience or use jargon and technical terms that they may not understand. Think about your content from your audience perspective.

What are their expectations for your presentation?

What is their experience with your topic?

PLANNING YOUR CONTENT AND APPEARANCE

- Gather all your information together
- Sort your information into topics and headings
- Decide how many slides you can cover in the given time. A rough rule of thumb is about two minutes per slide
- Include an introduction and a summary at the end
- Vary your slides and include graphics, images, tables, graphs to increase the visual appeal of your presentation
- Keep fonts simple and clear – Arial is ideal. Avoid fancy or unusual fonts
- Use bold and contrasting colours for clear legibility
- Be sparing with your use of animation and effects

You should do several test run throughs of your presentation and time yourself. If you are consistently going over your allotted time you will have to decide which elements to cut as you will be marked down for over-running in your live presentation.

Your test run throughs will also highlight the areas of your presentation and slides which work well and those that don't. You will need to change the areas which do not work well.

Look out for:

- Too much text on the slide
- Too many ideas on the same slide
- Too much repetition
- Points are not clear

You should also give consideration to any material you will provide your audience. This could be a copy of your presentation, accompanying handouts etc. When will you give the material to your audience? Before you begin or at the end.

OVERCOMING STAGE FRIGHT

Attitude and anxiety influence perceptions of confidence. Most speakers are nervous when presenting. Managing this anxiety is key to a compelling delivery. Do not worry about being anxious. This is a normal response to having to give a presentation. You need to identify the underlying cause of your anxiety to develop a successful strategy for managing and overcoming your anxiety.

SITUATION BASED ANXIETY

Arises from the context in which the presentation will be delivered like a formal conference room. This is because you are seeing your presentation as a performance. Reframe the situation as a conversation.

AUDIENCE BASED ANXIETY

Arises from who you are speaking to. This may be because you are intimidated by their status, expertise and experience. You should try to visualise your presentation in advance.

GOAL BASED ANXIETY

Arises from the objectives your presentation is trying to achieve like being successful in getting the job. This is because you are focusing on the future consequences and ramifications. The best strategy to manage this is to be as prepared as you possibly can be. Keep practicing. Stay in the present when delivering your presentation.

PERFECTIONISM

Setting incredibly high standards, unattainable standards which results in paralysis for fear of all the things which may go wrong so plan for this and develop contingencies.

When you have delivered a presentation as part of a selection process, seek feedback from your audience. This is valuable insight which you can use to develop and improve for future presentations.



SELECTION PROCESS

These are often full day events in which applicants participate in a number of selection activities. They are designed to put the applicant in a number of situations to extract the maximum amount of information on which the organisation can make a selection decision.

If you are asked to participate in an assessment centre ensure you understand what activities you will be undertaking. Then develop a plan so that you can spend time preparing for each activity. If you feel a specific element may be a challenge, spend a little extra time developing yourself and seek feedback from honest and objective friends or family. Use the recruiter, if they are an external agency, to provide information, support and feedback.

Remember you may be observed at all times during the assessment, even between activities. Ensure you are always presenting the best version of yourself that you can.

When you have participated as part of an assessment centre as part of a selection process, seek feedback on each activity. This is valuable insight which you can use to develop and improve for future presentations.



Selection Activity	Feedback	What I did well	Areas to work on