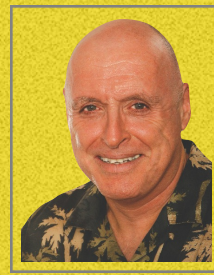


THE EXTRA POINT

BY JERRY ROBERTS



1260 The Five Interviews You Should Have With All Workers

I caught an article the other day about how to conduct exit interviews, and the value they can bring to an employer. It got me thinking about other times when an interview could reveal valuable information for an employer. I'm Jerry Roberts and I came up with a total of five times we should sit down and get inside the head of team members. We'll talk about this next, on The Extra Point.

Exit interviews can be valuable. An employee is moving on, and hopefully they can share ideas about how we can improve. If you make the most of the time with them, asking the kind of questions that will bring answers you can use. As valuable as exit interviews can be, there are other interviews smart managers will ask for.

If you'd like transcripts for what we talk about here on The Extra Point, you can download them at guamtraining.com. Go to the site and click "XP" on the top menu, then you can grab any of the 1,260 we've loaded up.

Like I said, exit interviews can be good. If you get serious answers, maybe you can use them to create a better working environment, and do a more effective job of retaining your talent.

If exiting employees are willing to sit with you and answer questions, use the time wisely. Now, what about those other interviews I referred to?

1. The Entry Interview. Adam Grant, professor at The Wharton School in Pennsylvania, likes this one. He says to ask why the candidate chose this company to work with. What do they hope to accomplish? Have them describe projects they've worked on, and the best and worst bosses they've had.

Really spend time digging into their personality, along with their likes and dislikes. Make it an informative session, and also fun. One more thing, it's important to let them know how much you appreciate their time and openness

in answering, and then the kicker — ask if they would be okay with sharing more ideas with you from time to time. Nobody will say no.

2. The Fresh Eyes interview. This second time with the worker can be even more productive than the entry session. Run it 30-60-90 days after they start.

New employees notice everything, including all the things nobody else sees anymore. The things that are out of place, or don't work. They'll look at your systems and processes, and recognize parts that could be improved.

Everyone else once noticed all that, but now they're used to it, or they've devised a series of workarounds and no longer think about the need to fix things.

This is also a chance to show the employee how proactive you are. Find something in the list they give you, and handle it. This will send a positive message that when suggestions are made around here, we take action.

3. The One-Year Interview. This is a followup to the Fresh Eyes session. The employee has now had sufficient experiences to judge what works and what doesn't. What changes would they make if they had the power to do so?

Remind them about the answers they gave during the entry session. Do they still feel the same way?

4. The Potential Interview. This gets us into the conversation about succession we had this week. Not everybody will have this session, I'd invite those people who have displayed a desire to grow and take on added responsibilities.

You may not have anything to offer them at this point, but they'll now occupy a spot on your radar for future opportunities. It may also give you an idea of how soon they may be in the market for a larger role. That's information I'd want to have. (Con't.)

5. The Ongoing Interview. This one is an extension of the one-year interview. It continually reminds the worker that you are highly interested in their ideas and opinions.

By doing this, you make communication an easy and natural process. People will get used to offering their thoughts and suggestions.

Even people who struggle with speaking up may find this opens a door for them.

Something else. If you get really good at this you may find you'll need a whole lot less of the sixth session on the list — that exit interview we mentioned at the beginning. Fewer people may decide to leave.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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