



TenStep Supplemental Paper

28 January 2004

Why Interviews Fail

A successful interview should establish a positive match between a candidate and the job. It also allows HR to understand the job seeker's behavior, values, motivations, and qualifications. HR often falters when it comes to hiring the right candidate. Bad hires are a constant feature in any organization.

The reasons

- **Lack of preparation.** Before conducting an interview, HR should understand the key elements of the job. They should develop an outline that covers general job duties. Working with the incumbent to get a better idea of what the job is about is essential. Screening the resumes and applications to plan the interview is also very important. HR should standardize and prepare the questions that they plan to ask each applicant.
- **Lack of purpose.** Not only should HR determine the best applicant, but they should also convince the applicant that their organization is the best place to work.
- **Lack of clearly defined job competencies.** Each job can have anywhere from 6-14 job competencies. Identify the behaviors, knowledge, motivations and qualities incumbents need to be successful in the job.
- **Lack of structure.** The best interview follows a structured process where each applicant is asked the same questions and is scored with a consistent rating process. A structured approach helps avoid bias and gives all applicants a fair chance.

HR managers need to overcome these shortcomings to make the interview process successful.