Audition

AUDIENCE

All managers and professionals involved with the interviewing and selection process.

Make the Best Candidate Match Possible

Overview

Audition, from BTS, is an innovative experiential learning program that improves the quality of candidates hired while reducing the time spent interviewing. It improves the candidate experience of the interview process, minimizing the risk of lawsuits. Improving the managerial and candidate experience builds positive regard for the company internally and in the talent marketplace.

Key Results

These key results are accomplished by building interviewing, and assessment skills that identify the best candidates for open positions.

- improved managerial and team confidence in their ability to make judgments in the hiring process.
- improved quality of candidates hired
- reduced risk of lawsuits
- improved "yield" of candidates accepting offers.
- reduced manager and team time spent interviewing candidates
- better perception of the company by all candidates, whether hired or not

Critical Applications

Participants in *Audition* can immediately apply their learning to a variety of business situations:

- preparation to fill an open position.
- individually interviewing candidates more effectively.
- gathering information about employees' career interests and aptitudes.
- protecting the organization from lawsuits through effective documentation of the interview process
- assessing interviewed candidates
- conducting team/serial interviews with less overlap
- "selling" the company to all candidates

Learning Outcomes

Audition learning outcomes include the ability to:

- differentiate traditional interviewing methods and "best practice" behavioral interviewing
- perform an effective behavioral interview, including "peeling the onion" with effective follow-on probes
- interview candidates without breaking the law or violating company policy
- interpret interview results
- work effectively as part of a team when interviewing candidates

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Program Description

Prior to attending *Audition*, participants complete an "impact map" that builds motivation to learn and apply the material they are about to cover. They then review a guide to the "dos and don'ts" of interviewing, including legislative and diversity best practices. The workshop begins with a review of three video segments that depict a single candidate being interviewed by three different managers, who each approach the interview differently. The participants discuss what they learned from the segments and build new awareness about what kinds of questions produce the most predictive information.

In the context of a real job, participants explore, select, and discuss the key factors associated with past behavior: "can do" (competencies and skills), "will do" (internal motivation), and "will fit" (company culture and environment). Participants work in quads interviewing, observing, and being interviewed with questions they have created. They share feedback and best practices, and build fluency in the process of "peeling" the behavioral onion.

Finally, participants work together to interpret the results gained from the interviews, using a straightforward rating system to document and analyze the interview. The day ends with the participants developing a set of interview questions based on a real and relevant job description they will likely interview for in the future. Back on the job, participants use the pre-work booklet to avoid legal and appropriateness issues. An audiotape set also helps participants reinforce learning and practice using questions and developing effective follow-on probes. Other "performance support" elements are recommended, and often included as part of the customization of the program for each client.

Implementation

Audition requires one trained facilitator per six teams of four. The program can be customized to include an organization's existing competencies and fit factors. The video segments that lead off the program can also be customized to a company's specific industry, job function or position. *Audition* is part of the BTS's *Performance Mastery System™, a suite* of integrated products, tools, and processes designed to create sustained alignment and engagement.