



Do you have a Dark Side at work?

Do you recognise it/ understand it/ can you manage it?

The Hogan's De-railer profile is an essential tool for Senior Leaders helping them understand where strengths can turn into weakness when under pressure or stress and as a result de-rail them/ de-rail their business.

Hogan's Development Survey is a psychometric that initially identifies your Leadership strengths and how best to use them but then perhaps more importantly where these strengths can become 'overplayed' strengths and ultimately become a 'De-railer'. The fact being that often your team will see these 'De-railers' before you and they can not only trip up your Leadership impact but also the success of the business.

The survey is an online questionnaire that takes 15 mins to complete and then the 1-1 feedback session takes 1.5 hrs at a time to suit you.

To understand and manage your dark side before it bites you – contact jenny@agilehrconsulting.com

Do's and Don'ts of Interviewing

Do:

1. **Create a comfortable environment** for interviewing, make sure the area is neat and quiet. When the interview begins, be sure not to take any calls or respond to emails. Offering the candidate something to drink, water or coffee, is a small courtesy that demonstrates consideration and thoughtfulness.
2. **Keep the conversation focused on job-related information**, is the information you are seeking needed to evaluate the candidate's qualifications, skills, and ability to meet the challenges of the job?
3. **Provide the candidate with information regarding next steps**, to close the interview, provide a general timeframe for getting back in touch with the candidate regarding any next steps and decisions.
4. **Compare candidates afterwards**, use similar questions for every interviewee so you can better compare them and also agree the interview questions with all members of the panel beforehand.
5. **Role playing**. A skills assessment and role playing are great ways to gauge real-world capabilities while also getting your team involved. For example, if hiring a Financial Planner, have them briefly put together a plan based upon a given client scenario with enough details for them to create their recommendations.

Don't:

1. **Ask discriminatory questions**, any questions regarding race, religion, age, ethnic group, national origin or ancestry, political affiliations, military service disability or other sensitive topics may be discriminatory and should be avoided.
2. **Overpromise**, be honest and avoid making false promises on job details in regards to salary expectations, career prospects, employee benefits and other job details as this will leave you in a no-win situation.
3. **Make it all about you**, get your pitch over and done with in the first five minutes of the interview, and then refocus the interview to be about them.
4. **Vary your interview questions**, your core questions shouldn't vary too much between candidates. The playing field needs to remain even otherwise you won't be able to accurately compare one candidate from another.
5. **Ignore red flags**. If they're late for their interview, they may be late for other things. Hearing pushback on role expectations is another easy one to spot. For example, if work hours are 8-5 and the candidate says "I only work 9-4," there is a chance other issues may arise in the future.

5 red flags to watch out for

After the interviews are all wrapped up, narrowing down top candidates can be tough. These red flags may indicate that a candidate isn't quite right for the role. While they may not be deal breakers, they're worth factoring into your final deliberations.

1. **The candidate arrives late and doesn't send an update.** Failing to notify you that they're behind schedule shows a lack of judgment and courtesy – as well as poor time-management skills.
2. **The candidate is rude to the receptionist or other staff.** If they acted unfriendly or unprofessional toward the receptionist or any other staff, they may prove to be a toxic presence in a team environment.
3. **The candidate says they want to leave their current job because they're bored.** The best candidates are able to find something interesting in every task. If they're quick to bore, they may not stick around at your company for long.
4. **The candidate dodges questions about their failures.** If they don't give a straight answer to questions about weaknesses and past failures, it may be because they lack self-awareness or because they've never taken a real strategic risk.
5. **The candidate asks questions just for the sake of asking questions.** Asking pointless questions shows a lack of critical thinking – and, in some cases, inattention to detail. If they ask, "What's your office culture like?" when you've just gone into depth about it, have they been listening?

