



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Interviewing for Success

An introduction to interviewing for success

Practise structured, job-related interviewing from preparation to evidence review. Develop focused questions, use appropriate probes, distinguish observation from impression and compare candidate evidence against shared criteria through a realistic interview and panel exercise.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Interviews are easier to explain when questions and judgements connect clearly with the work. Without that structure, confident presentation or a strong first impression can overshadow relevant evidence. This introductory day gives interviewers practical experience preparing questions, listening carefully, documenting answers and reviewing them against agreed role criteria.

Build confidence in a bounded structured interview exercise. Participants translate one job requirement into a question and rating guidance, practise neutral probing and evidence notes, and compare judgements with peers before identifying the preparation and support needed for real recruitment interviews.

WHO IS IT FOR?

Hiring managers, new interviewers, recruiters and HR advisers who help plan or conduct selection interviews. Participants need no previous experience with formal interview design or assessment practice.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Define a job criterion**
Translate a role requirement into an observable criterion and identify what an interview can and cannot establish about that requirement.
- 02 Write a focused question**
Draft a job-related behavioural or situational question that elicits relevant evidence and avoids combining several unrelated requirements in one prompt.
- 03 Use appropriate probes**
Practise neutral follow-up questions that clarify context, individual contribution and outcomes without coaching the candidate towards a preferred answer.
- 04 Record useful evidence**
Write concise notes that distinguish the candidate's reported actions and results from interviewer interpretation, impression or unsupported inference about capability.
- 05 Apply shared guidance**
Compare a fictional response with agreed rating guidance and explain the evidence supporting a provisional judgement while acknowledging missing information.
- 06 Review panel decisions**
Identify disagreement between interviewers, return to relevant evidence and record what needs clarification before a panel makes a recruitment recommendation.

A useful first application

The day provides introductory interview practice using fictional candidates. It does not validate a selection process or replace local recruitment policy, trained panel judgement, accessibility arrangements or specialist advice for consequential decisions.

THE FRAMEWORK / WORKSHOP FOCUS

Structured interview practice — workshop working model

The workshop working model follows prepare, question, probe, record, rate and review. It draws on structured interview practice, connecting job criteria with consistent questions, relevant evidence and explicit standards for judgement.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Prepare the criteria

Which job requirement are we assessing, and what evidence matters?

02 Ask the question

Does this question give candidates a fair opportunity to demonstrate it?

03 Probe for clarity

What neutral follow-up would clarify the candidate's own actions and reasoning?

04 Record the evidence

What was actually said, and what am I adding as interpretation?

05 Rate against guidance

How does the evidence compare with the agreed criterion and standard?

06 Review the judgement

Where do assessors disagree, and what evidence explains the difference?

The six questions are a teaching scaffold, not a validated scoring scheme. Exercise ratings support learning only; real interview criteria, administration, adjustments and decision rules require appropriate organisational design and review.

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Turn a requirement into a question

Pairs use a supplied job brief to draft one behavioural question, compare it with the criterion and remove assumptions, double questions and wording that invites a rehearsed generality.

02 Interview in rotating triads

Participants rotate as interviewer, fictional candidate and observer, practising the same core question with neutral probes while feedback focuses on clarity, listening and evidence captured.

03 Separate notes from impressions

Teams review mixed interview notes, distinguish reported behaviour from personal impressions and rewrite a concise evidence record that another panel member could follow without meeting the candidate.

04 Calibrate a panel judgement

Groups independently rate a fictional answer using supplied guidance, compare differences and return to the recorded evidence before deciding whether a judgement or further clarification is warranted.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A panel is recruiting a service supervisor. One candidate gives polished general answers, while another describes a specific recovery from a service failure. Interviewers disagree because some focus on confidence and others on the work example. The question set and rating guidance were not agreed before the interviews.

Groups define the relevant supervision criterion, prepare a consistent question and probes, then review fictional responses using evidence notes and shared guidance instead of an overall personal impression.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Define an effective interview Explore common interviewing difficulties and connect a fair candidate opportunity with job relevance, consistent preparation and an explainable record of evidence.
09:20-10:15	Turn job requirements into criteria Read the supervisor role brief, select a bounded requirement and identify the behaviours or reasoning an interview could usefully explore.
10:15-10:30	Break
10:30-11:30	Write structured questions and guidance Develop behavioural or situational questions with relevant rating guidance, then check clarity, unnecessary assumptions and whether the question addresses the intended criterion.
11:30-12:30	Practise neutral probing and listening Use short interview rounds to clarify context, personal contribution and outcomes, while observers note leading prompts and missed opportunities for useful detail.
12:30-13:30	Lunch
13:30-14:30	Record evidence and manage impressions Distinguish candidate statements from interviewer inference, rewrite weak notes and discuss how first impressions can distract from the agreed job criteria.
14:30-14:45	Break
14:45-15:30	Rate and calibrate fictional responses Apply supplied guidance independently, compare panel judgements and return to evidence where raters disagree or the candidate's answer remains incomplete.
15:30-16:10	Run a complete practice interview Complete a triad interview and review, using peer feedback to improve preparation, questioning, evidence notes and the explanation of provisional ratings.
16:10-16:30	Prepare for a real interview Plan the role criteria, panel briefing, candidate information and local support needed before applying the learning to an actual recruitment process.

Connect job criteria with consistent questions, clear evidence and judgements a panel can explain and review.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Criterion-to-question worksheet

A worked example linking one job requirement to a focused behavioural or situational question, appropriate probes and the evidence the question is intended to elicit.

Prepare questions that relate clearly to the role being filled.

02 Question review checklist

A concise checklist covering job relevance, clarity, assumptions, neutrality and candidate opportunity, with prompts for checking whether several unrelated requirements have been combined in one question.

Improve a draft interview question before the panel uses it.

03 Neutral probing prompts

Practised prompts for clarifying context, individual contribution, reasoning and results, accompanied by examples that distinguish useful follow-up from leading or coaching the candidate's response.

Listen for relevant detail without supplying the desired answer.

04 Evidence note example

An annotated practice record separating reported actions and outcomes from interpretation, showing how concise notes support a later review against the agreed job criterion.

Write interview notes another panel member can understand and review.

05 Rating and calibration exercise

A completed practice comparison of fictional answers against supplied guidance, including reasons for rating differences and questions that cannot be resolved from the available evidence.

Prepare to discuss panel disagreement using evidence rather than impressions.

06 Interview preparation plan

A short plan identifying role criteria, panel briefing, candidate information, appropriate arrangements and the local review required before conducting a real structured interview with colleagues.

Bring practical preparation and consistency to the next interview panel.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Before your next interview, agree the relevant criteria, core questions and rating guidance with the recruitment owner. Rehearse one question with a colleague and review whether your notes capture useful evidence without substituting personal impressions.

YOUR FIRST 30 DAYS

01

Days 1-7

Agree interview preparation

Select an upcoming role and check its requirements, approved process and interview purpose. Agree who develops questions, briefs the panel and arranges appropriate candidate information and any required adjustments locally.

02

Days 8-21

Rehearse questions and notes

Draft or review one question against a job criterion with an experienced colleague. Practise neutral probing and concise evidence notes, then refine unclear wording or guidance before it reaches a real candidate.

03

Days 22-30

Review interviewing practice

After a suitable practice or authorised interview, reflect with the panel on evidence quality and rating disagreements. Identify one improvement to preparation or questioning and retain records according to local recruitment arrangements.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

Participants receive a fictional role brief and candidate scripts. The client shares relevant interview guidance and decision responsibilities in advance; no live candidate information is required, and exercises use practice ratings with no selection consequences.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop

www.hr.delivery