

# TRAINING PROGRAM GUIDE

*For Group Workshops And Individual Study*

**HIRE FOR**  
***ATTITUDE***

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## INTRODUCTION

### OVERVIEW



*The most common – and fatal – hiring mistake is to find someone with the right skills but the wrong mind-set and hire them on the theory, “We can change ‘em.”*

*-Fast Company Magazine*

Attitude has always mattered in hiring. But it has become even more important where skill requirements change rapidly and people need to function effectively in teams. This video training program clearly demonstrates how to hire people with the right attitude for the job and the organization.

### HOW TO USE THIS GUIDE



Before beginning your **“Hire for Attitude”** workshop or study, read through this guide. Take special note of the Preparing for the Workshop section. The Planning Considerations and Suggested Training Sessions will help you determine your workshop agenda.

The guide can be used for a group workshop and/or for individual study. Section I is for group workshops; Section II is for individual study.

Please note that you may present the group workshop graphic layouts on flip charts, overheads or computer video projection. The worksheets, Session Evaluation Form, and graphic layouts may be duplicated for use only in training sessions with the program. The Individual Study Section may be duplicated for individuals within your organization.

### THE VIDEO'S MESSAGE

#### ATTITUDE?

Why focus on attitude over skills in hiring? Quite simply, skills can be taught. Attitude cannot. Most people have had the experience of hiring someone they thought was perfect, with the precise skills and experience for the job, only to find that the person cannot get along in the organization. And with fewer people doing more work, organizations cannot afford costly hiring mistakes and resulting turnover. Finding the right person with the right attitude and mind-set is a top priority for all organizations.

The **“Hire for Attitude”** video follows a newly promoted young manager who has to hire a replacement for himself. A mentor in the organization guides him through the selection process, from planning through interviewing and evaluation. He learns how to determine what attitudes will lead to success in the job and organization; design questions revealing how those attitudes were exhibited in past behavior; conduct effective interviews; and finally evaluate candidates placing a priority on attitude. In the process, as viewers recognize the importance of attitude in hiring, they also learn valuable techniques for hiring the best person for the job.

## KEY TRAINING POINTS



Using these steps will help interviewers select the best people with the best attitudes for the job and the organization:

### 1. Plan Interview for Attitude

- Survey top performers for their attitudes
- Identify key attitudes for success
- Prepare interview questions
- Determine interview format: individual, team, or multiple
- Establish a scoring system
- Review fair employment practices

### 2. Utilize Various Recruitment Resources

- Use traditional resources, including newspaper ads and personnel
- Consider Internet classifieds and corporate websites
- Get referrals from existing employees

### 3. Conduct a Structured Interview

- Set up an appropriate time and place
- Review skills and experience
- Ask each applicant the same, prepared questions
- Request specific answers
- Allow time for thinking
- Keep the interview on track

### 4. Evaluate for Attitude

- Use an objective scoring system
- Consider attitude as well as skill and experience

## TRAINING APPLICATIONS

This program is appropriate for **Interview Workshops** or **Individual Study**. It would help anyone responsible for interviewing and/or hiring, including:



- **Team Leaders & Team Members**
- **Managers & Supervisors**
- **Human Resources Personnel**

## SECTION I - GROUP WORKSHOP

## PLANNING CONSIDERATIONS



### 1. **Know Your Audience**

- Understand the training needs of your audience and target your workshop accordingly.

### 2. **Determine Objectives**

- Considering your audience and the materials you will be using, decide on the objectives of your workshop.

### 3. **View Video**

- Watch the program. Note situations which relate directly to your audience.

### 4. **Prepare Environment**

- Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.

### 5. **Prepare Materials**

- Use the Training Leader's Checklist to prepare flip charts and/or overheads and photocopy all participant handouts.

### 6. **Check All Presentation Equipment**

- Test all audio and visual equipment **before** the training session begins. At workshop's beginning, make sure everyone can see and hear the presentation.

### 7. **Send out Invitations to Participants**

- A sample letter is provided for your use. (page 6)

## SUGGESTED GROUP WORKSHOP



### For: 1½ -Hour Group Training Session

Activity	Time	Page(s)
“Hire for Attitude” Welcome & Discussion	10 minutes	8
Video Presentation & Discussion	30 minutes	9, 10
“Plan Interview” Discussion & Worksheet	20 minutes	11, 12
“Structured Interview” Discussion & Worksheet	20 minutes	13
Conclusion / Evaluation	10 minutes	14, 15

(These times are approximate and may vary depending on the size and responsiveness of your audience.)

## SAMPLE INVITATION TO WORKSHOP



This letter can be sent (or emailed) to your participants approximately two weeks before the training session. You can customize it to fit your needs.

(Date)

To: (Participant's Name)

From: (Trainer's Name)

Re: "Hire for Attitude"

Have you ever hired someone you thought was perfect for a job, only to find that the person could not work in the organization? Choosing a person with the right skills and experience but the wrong attitude is the most common – and fatal – hiring mistake.

On (insert date) at (insert time), we will hold a training session on hiring for attitude. The workshop will focus on choosing people with the best attitudes for the job and organization. The video and training program will demonstrate the steps from planning and recruitment through interviewing and evaluation. The workshop will help both new and experienced managers (team leaders, teams) to hire the best people for our organization.

Please mark your calendar so you can attend this important training session.

Thank you!

## TRAINING LEADER'S CHECKLIST



### 1. Reserve an appropriate location with...

- ☐ Comfortable seating
- ☐ Easy viewing of visuals
- ☐ Good lighting
- ☐ Adequate writing surface
- ☐ Good acoustics
- ☐ Accommodations for participants with disabilities

### 2. Make sure all equipment is working by...

- ☐ Checking the player, monitor, and sound
- ☐ Testing the video before showing
- ☐ Checking overhead projector and any additional equipment

### 3. Organize and prepare all materials, including...

- ☐ Training Leader's Guide
- ☐ Overheads and/or flip charts
- ☐ Paper and pencils
- ☐ Worksheets photocopied for participants

### 4. Any additional materials (list below)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_



## **“HIRE FOR ATTITUDE” WELCOME & DISCUSSION**



**Time Required:** ● 10 minutes

**Materials Needed:** ● Graphic #1 (page 17)  
● Graphic #2 (page 18)

### **Reveal Graphic #1:**

**“HIRE FOR ATTITUDE”**

### **Welcome:**

Introduce yourself and welcome participants. Ask participants to introduce themselves, describe their job responsibilities and work group.

### **Read or Paraphrase:**

Most of us have had the experience of hiring someone we thought was perfect for the job only to find that the person could not work in the organization. The purpose of this workshop is to help us avoid that mistake – to learn how to hire people with the right attitude for the job and the organization. As we go through the session, please draw on your own experiences as well as from those in the video.

### **Reveal Graphic #2 & Read:**

*The most common – and fatal – hiring mistake is to find someone with the right skills but the wrong mind-set and hire them on the theory, “We can change ‘em.”*

*-Fast Company Magazine*

### **Large Group Discussion:**

Ask participants if any of them has ever hired someone with the right skills and experience, but the wrong attitude. Ask a few of those responding to share the circumstances and the resulting problems, if any, of that hiring mistake. Lead a group discussion on how the mistake might have been avoided by focusing on attitude during the selection process.

## VIDEO PRESENTATION & DISCUSSION



**Time Required:** ● 30 minutes

**Materials Needed:** ● Video – “Hire for Attitude”

### Video Presentation:

You may want to introduce the video by saying, “‘Hire for Attitude’ contains valuable information on hiring the best person for the job. Please take notes if you wish.”

### Ask & Discuss:

**Q:** According to Ryan, the video’s mentor, why is attitude a priority in hiring decisions?

*She says you can teach skills, but you can’t teach attitude. People can change what they know a lot easier than they can change who they are.*

**Q:** Do you agree that attitude should be considered at least as much as skills and experience? Why or why not?

*Answers will vary.*

**Q:** What is involved in planning for an interview which focuses on attitude?

*First determine what attitudes are most important for the job by interviewing top performers. Then design interview questions which reveal those attitudes.*

**Q:** According to the video, what is behavioral interviewing and what is its purpose?

*Behavioral interviewing asks about past behavior as an indicator of future performance. In the video, it is used specifically to reveal attitudes.*

(more)

## VIDEO PRESENTATION & DISCUSSION - continued

**Q:** What does the video suggest is most important to do in the actual interview?

- *Set up an appropriate time and place*
- *Review skills and experience*
- *Ask each applicant the same, prepared questions*
- *Request specific answers*
- *Allow time for thinking*
- *Keep the interview on track*

**Q:** What type of scoring and evaluation system does Ryan use in the video?

*She scores each question from 1 to 10. After the interview, she comes up with an overall skills and experience score and a separate attitude score. If two candidates are close in overall score, she always chooses the one with the better attitude.*

**Q:** Which of the techniques demonstrated in the video would be most useful for your situation? Why?

*Answers will vary.*

## **"PLAN INTERVIEW FOR ATTITUDE" EXERCISE & DISCUSSION**



**Time Required:** ● 20 minutes

**Materials Needed:** ● "Plan Interview" Worksheet (page 12)

### **Read or Paraphrase:**

In the video, both Ryan and Matt prepared for their interviews by first determining what attitudes were critical for success in the job. Then they designed questions to reveal how candidates handled specific incidents that called for each critical attitude. In this exercise, you will be given the chance to prepare for interviews of your own.

### **Hand out "Plan Interview" Worksheet & Read or Paraphrase:**

Think of a job you might be hiring for. Using your own experience or a discussion with another participant, list three attitudes that would be critical for success in that job. For each critical attitude listed, design 2 questions that would reveal how candidates handled specific incidents calling for each attitude. (Allow 5 to 10 minutes.)

### **Organize Small Groups & Explain:**

Ask participants to form small groups of 3 or 4 people each. Ask them to share their critical attitude lists and questions with the group. Have group members discuss and improve the effectiveness of the questions.

### **Large Group Discussion**

Ask for volunteers from each small group to discuss the attitude lists and questions they found most interesting or exemplary.

## "PLAN INTERVIEW" WORKSHEET

### Instructions:

List the job title, then using your own experience or a discussion with another participant, list 3 attitudes critical for success in this job. For each critical attitude, design 2 questions that would require candidates to describe how they handled specific incidents calling for that attitude:

**Job Title:** \_\_\_\_\_

**Critical Attitude #1** \_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

**Critical Attitude #2** \_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

**Critical Attitude #3** \_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

Question: \_\_\_\_\_

\_\_\_\_\_

## **“STRUCTURED INTERVIEW” EXERCISE & DISCUSSION**



**Time Required:** ● 20 minutes

**Materials Needed:** ● Graphic #3 (page 19)  
● Completed “Plan Interview” Worksheet (page 12)

### **Reveal Graphic #3 & Discuss:**

Conduct a Structured Interview

1. Set up an appropriate time and place
2. Review skills and experience
3. Ask each applicant the same, prepared questions
4. Request specific answers
5. Allow time for thinking
6. Keep the interview on track

Review the training points with participants.

### **Organize Paired Interviews & Explain:**

Ask participants to organize in pairs. Explain that each person will interview their partner, using their prepared interview questions. Obviously these will be abbreviated, mock interviews, but the interviewers should be able to use training points 3, 4, 5, and 6. Tell participants that they may score their partner’s answers from 1 to 5. After both people in each pair have been interviewed, they may critique one another’s interviewing techniques. Encourage people to reinforce what each interviewer did well and to offer positive suggestions for improvement. (Allow 10 to 15 minutes for the interviews.)

### **Large Group Discussion:**

After everyone has had an opportunity to complete their interviews and critiques, ask participants to discuss what they learned from this exercise.

## CONCLUSION / EVALUATION



**Time Required:** ● 10 minutes

**Materials Needed:** ● Graphic #4 (page 20)  
● Session Evaluation Form (page 15)

### **Reveal Graphic #4:**

*It's much easier to teach job skills than to teach personal integrity and character*  
-Credit Union Executive

Read flip chart and remind participants of the importance of hiring for attitude.

### **Conclusion:**

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation Forms, and ask participants to complete them before leaving.

## SESSION EVALUATION FORM

### **Instructions:**

Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly demonstrated the importance of hiring for attitude.	5	4	3	2	1
This program clearly demonstrated the essential steps in hiring for attitude.	5	4	3	2	1
This program provided techniques I can use in my work situation.	5	4	3	2	1
The session was well organized.	5	4	3	2	1
The best part of the program was: _____					
_____					
_____					
The program could be improved by: _____					
_____					
_____					
Additional comments: _____					
_____					



## GRAPHIC LAYOUT SECTION

The following pages may be photocopied onto acetate for overhead projection, used as a guide in creating flip charts or for computer video projection.

The graphic layout consists of a large rectangular frame containing three identical smaller boxes arranged horizontally. Each box has a rounded top and a thick border. Inside each box, the text "HIRE FOR ATTITUDE" is centered at the top. Below the text, there are three horizontal lines for writing, each preceded by a dot (•).

**HIRE FOR ATTITUDE**  
• \_\_\_\_\_  
• \_\_\_\_\_  
• \_\_\_\_\_

**HIRE FOR ATTITUDE**  
• \_\_\_\_\_  
• \_\_\_\_\_  
• \_\_\_\_\_

**HIRE FOR ATTITUDE**  
• \_\_\_\_\_  
• \_\_\_\_\_  
• \_\_\_\_\_

**HIRE FOR**  
***ATTITUDE***

***The most common – and fatal – hiring mistake is to find someone with the right skills but the wrong mind-set and hire them on the theory, “We can change ‘em.”***

**- Fast Company Magazine**

## **Conduct a Structured Interview**

- 1. Set up an appropriate time and place**
- 2. Review skills and experience**
- 3. Ask each applicant the same, prepared questions**
- 4. Request specific answers**
- 5. Allow time for thinking**
- 6. Keep the interview on track**

***It's much easier to teach  
job skills than to teach  
personal integrity and  
character.***

- Credit Union Executive

## **SECTION II - INDEPENDENT STUDY**

The focus of this program is on hiring for attitude. This section provides useful guidelines for anyone responsible for hiring and/or interviewing. It is important, however, to check with your personnel or human resources department for policies and practices specific to your organization.

### **Planning the Interview**

#### **1. Interview Top Performers**

Talk to people in your company who are already thriving in positions similar to ones for which you are hiring. Select a few star performers and ask them to identify five to ten personal characteristics (behaviors or attitudes) which make them successful (i.e. leadership, initiative, flexibility, tolerance for stress...). Then ask them to give examples of each characteristic in a real situation. Take notes on your discussions.

#### **2. Identify Key Attitudes for Success**

From your discussion notes and your own experience, identify 5 to 10 critical attitudes for success in the job for which you are hiring.

#### **3. Prepare Interview Questions**

Once you have identified the critical attitudes, develop questions to be used during your structured interview. The questions should require candidates to describe specific incidents in the past that called for the critical attitude. Past behavior is the best predictor of future performance. (NOTE: You may use the worksheet on page 12 of this guide to format your questions.) Following are sample questions:

##### **Flexibility**

Tell me about the last time you broke the rules.

Tell me about a time you were asked to do work outside of your job description.

##### **Initiative**

Describe a time you had the opportunity to take on additional responsibility.

Describe a slow time at your work and what you did to fill the down time.

##### **Tolerance for Rejection**

Describe how you handled a situation where your work or an idea was criticized.

Describe how you handled a situation in which your idea was ignored or overruled.

(more)

**Decision Making**

Tell me about a time you were forced to make an unpopular decision.

Describe a difficult decision you made in which you had to consider several alternatives.

**Creativity**

Describe an idea you developed and implemented that was particularly creative.

Tell me about a project or experience where you demonstrated creativity.

**Stress Tolerance**

Give me an example of a time you lost your temper. How did you handle the situation?

Describe a time you were faced with problems or stresses that tested your coping skills.

**Persuasion**

Describe the best idea you ever sold to a peer, supervisor or customer.

Describe a time you overcame someone's objections to your idea.

**Teamwork**

Tell me about a specific accomplishment you have achieved as a participant in a team.

Tell me about a time when you had to confront a team member and how you handled it.

**Leadership**

Give me an example of a time you motivated a person or group.

Describe a specific situation in which you demonstrated leadership by example.

**Time Management**

Tell me about a specific situation where you had to "juggle" several responsibilities.

Tell me about a time you were unable to finish a project on time and how you handled it.

**Willingness to Learn**

Tell me something specific you have done to stay current on a job or project.

Tell me about an experience where you learned something from a peer or coworker.

**Sense of Humor**

Describe a situation in which your sense of humor relieved tension.

Describe a situation in which your sense of humor created a problem.

**Enthusiasm**

Describe a time when you were bored with your work and how you handled it.

Describe a time you had to sell a product or an idea that was unpopular.

**Problem Solving**

Tell me about a problem you were able to anticipate and what you did to solve it.

Describe a difficult problem you had and how you dealt with it.

(more)

Change Management

Describe a time when you initiated a major change.

Describe a time when you had to facilitate an unpopular change.

#### **4. Determine Interview Type: Individual, Team or Multiple**

Depending on your time frame and the type of position you are hiring for, decide on whether you will have an individual interview, team interview, or multiple interviews. A team interview can be beneficial when adding a new team member. Teams with input on the hiring decision are more receptive and often work harder to make the person they select a successful contributor. For multiple interviews, at least two and up to five interviewers appear to be a reasonable number. Whatever interview format you choose, the process is the same. Make sure everyone involved knows his or her function and how the interview will be handled. It is helpful to have one person act as coordinator to formulate a list of attitudes and questions that everyone agrees with.

#### **5. Establish a Scoring System**

Establish a scoring system that makes sense for your situation. In the video, the mentor character gave an overall score from 1 to 10 for skills and experience. During the interview, she scored each “attitude” question from 1 to 10 and came up with an average attitude score. Whatever scoring system you devise, use a standard method of evaluation for all applicants.

#### **6. Review Fair Employment Practices**

**Before beginning interviewing, check with your personnel department, The U.S. Equal Employment Opportunity Commission, or an employment attorney for clarification on current state and federal fair employment laws.** Although most interviewers are not trying to discriminate, they can inadvertently ask the wrong question, leading to costly litigation. The basic rule is to focus interview questions specifically on the applicant’s ability to successfully perform the duties of the job. Do **not** ask about age, sexual preference, marital status, national origin, citizenship, religion, disabilities, arrest records, or education.

**Resource:** The U.S. Equal Employment Opportunity Commission publications (including the text of the laws enforced by the EEOC, facts about employment discrimination, and enforcement guidance and related documents) are available free of charge from:

**Equal Employment Opportunity Commission** - Publications Information Center  
P.O. Box 12549 Cincinnati, OH 45212-0549  
TEL: 800-669-3362 FAX: 513-791-2954 Internet: <http://www.eeoc.gov/>



## **Utilize Various Recruitment Resources**

### **1. Use Traditional Resources, i.e., Newspaper Ads, Personnel Departments, Recruiters & Agencies**

Newspaper ad should start with a specific job title, list the industry or business, a brief description specifying duties and responsibilities, years of experience, degree or licenses required. Include company contact information, specifying an individual responsible, along with phone, fax or e-mail address. Keep the ads brief, clear and specific.

Check with your personnel department for assistance or for other resources.

### **2. Consider Internet On-line Classifieds and Corporate Websites.**

On-line ads have certain advantages over newspaper ads. They reach a broader audience, and have a quicker response time. An on-line ad should contain the same information listed above for a newspaper ad. In addition, include the date the ad was posted, closing date for resumes, the state where the job is located, and any other information to help the job seekers.

If you do not have a corporate web site which lists job openings, you may contact **jobs.com** or **monster.com** or other web sites via the Internet where you can list your company job openings. The site will guide you through the process.

### **3. Get Referrals from Existing Employees**

If you are hiring for attitude, the best source for applicants are your current employees. It makes sense that if a certain kind of person tends to thrive in an organization, those people will know others – both personally and professionally – like themselves. If your organization does not have a formal procedure for existing employees to refer new hires, check with your personnel department before proceeding.

## **Conduct a Structured Interview**

### **1. Set up an Appropriate Time and Place**

Depending on the position to be filled, 20 minutes to a maximum of one hour is usually appropriate for an interview. The place should be a private office or conference room where you will not be interrupted.

(more)

## **2. Review Skills and Experience**

After welcoming the applicant, review the skills and experience on their resume to get a clearer picture of their work history.

## **3. Ask Each Applicant the Same Prepared Questions**

This will make the interview fair and will allow you to score their answers objectively, using the system you have established. You may also take notes as the person is speaking, but keep your comments brief and job related. Your notes may be used as a legal document.

## **4. Request Specific Answers**

If the applicant comes up with an incomplete or vague answer, prompt them with phrases like, “Can you give me a specific example?” “How did you handle it?” “What did you do next?” Keep probing until you feel you have a complete, specific answer.

## **5. Allow Time for Thinking**

You will need to allow time for silence, so that applicants can think of specific examples. Listen more than you talk.

## **6. Keep the Interview on Track**

If the applicant digresses, get him or her back on track by repeating a prepared question or moving on to the next one.

## **Evaluate for Attitude**

### **1. Use an Objective Scoring System**

After the interview, evaluate the candidates based on your pre-established scoring system. If interviews are done by a team or by several people, have everyone meet to make the final decision.

(more)

## 2. Consider Attitude as well as Skills and Experience

Certain jobs require a base level of skills and that should be weighed in your final decision. But leaders in a wide variety of industries are realizing that attitude and mind-set are often even more important hiring criteria than skills and experience:

*We can teach 'em to make steel.*

-Personnel Manager at a steel manufacturing company  
(from *Fast Company Magazine*)

*It's much easier to teach job skills than to teach personal integrity and character.*

-Credit Union President (from *Credit Union Executive*)

*Sure (we) still need world-class chip designers...but technical virtuosity seldom determines who makes the grade. It's all about mind-set.*

-Director of Staffing, chip manufacturing company (from *Fast Company Magazine*)

### **Recommended Resources: Books on Interviewing**

*Conducting Better Job Interviews*, Robert F. Wilson, 1997

*Essential Managers*, Tim Hindle, Marian Broderick, 1999

*Hiring Smart: How to Predict Winners and Losers in the Incredibly Expensive People-Reading Game*, Pierre Mornell, 1998

*Hiring the Best: A Manager's Guide to Effective Interviewing*, Martin John Yate, 1993

*Hiring Top Performers: 600 Ready to Ask Interview Questions*, Bob Adams with Peter Veruki, 1996

*Interviewing Skills for Managers: A Step by Step Guide to Conducting Successful Workplace Interviews*, Tony Pont, Gillian Pont, 1999

*The Manager's Book of Questions: 751 Great Interview Questions for Hiring the Best Person*, John Kador, 1997

*The Occasional Interview: Tips for Conducting Successful Job Interviews*, Fred Spanners, 1999

*The Smart Interviewer: Tools and Techniques for Hiring the Best*, Bradford D. Smart, 1990

*Smart Questions: The Essential Strategy for Successful Managers*, Dorothy Leeds, 1988

