



INTERVIEW AND ASSESSMENT

- Selection
- Strengths based assessment

Strengths-based assessments

Focusing on the expertise and competencies of candidates is not always the best way to assess performance. Contemporary hiring managers are shifting to strengths-based recruitment methods to identify the right people for the job.

Strengths-based recruitment is focused on the intersection between talent, motivation and skill. Marcus Buckingham, a leader in strengths-based approaches, has argued that this approach helps managers recognise potential, understand where new employees¹² might fit, and focus their efforts accordingly.

Adopting a strengths-based approach for your returner recruitment process may also help unsuccessful candidates understand why the role is not suited¹³ for them. Strengths-based interviews are preferred by candidates, as they feel as though the process does not leave them feeling deficient and that the interviewers are focused on getting to know them. This is positive for both the employer, brand and reputation.

WHAT IS A STRENGTH?

Marcus Buckingham suggests that strengths are a combination of talents, skills, knowledge and, practice.

Talents

Talents are things people are born with, that stay with them for life. Talents include personality traits such as empathy, assertiveness, or competitiveness. Talents are also based on passions – the things they truly love to do. Buckingham suggests that passions and talents are relatively stable throughout adulthood.¹⁴

Skills and knowledge

Skills are not innate but can be learned with time and experience. Skills include knowing the steps involved in creating policy, or knowing how to input information into a software package. Knowledge is learned.

The most successful people start with a dominant talent and then add skills, knowledge, and practice to the mix. In this situation, the raw talent actually serves as a multiplier.

STRENGTHS-BASED INTERVIEWS

The goal of the strengths-based interview process is to determine whether a candidate has the motivation, values, and natural strengths to be successful in their work. Questions might include:

- What do you enjoy the most?
- What types of tasks come easily to you?
- What do you enjoy learning the most? And least?
- How do you define success?
- What accomplishments are you most proud of and why?
- Are you typically able to finish your to do list? What is usually left undone?
- What areas are you most interested in learning new techniques and information?