

Effective Leaders Get Results

Ninja Communications the Art and Science of Influence

By Oscar Hines

When you interview a candidate for a job, be sure to tune into their body language. Although it's natural for them to be nervous, notice some of the subtle *Tells* that they will show. Are they speaking confidently using natural gestures, or do they seem scripted and impersonal? When you are asking questions how good a listener are they? Be sure to ask open-ended questions such as; who, what, where, when, how, and why. It's best to ask questions, then follow-up to get them to support their response with examples of real life experiences.

Watch them closely when they are recounting their real-world experience. See if it is a product of their imagination or an experience that they re-live as they convey the story. When a person speaks from their experiences, they animate in a different way. Watch their eyes closely. When a person is recalling an experience, their eyes will go up to one corner of the room for a few seconds as they access that memory. Watch this pattern, if the eyes move to a different part of the room when recounting other experiences, look for the contrasts in the context of the stories. In other words, when they tell the truth they might look in one corner, when they are making up a lie they will look in another corner. Remember as we previously mentioned your establishing what their normal patterns are in behavior, then when that behavior changes you're looking for deception (The Tell). I also like to look at the way someone smiles. When they smile, do they engage the muscles around their eyes or is it just a smile around the mouth area? Eye engagement during a smile shows true sincerity.

In the second interview, if you are truly interested in the candidate, towards the end of the interview ask a few personal insight questions, such as:

- What's your favorite childhood memory?
- If you could change something about yourself, what would that be?
- How would your closest friends describe you?
- What was the greatest personal challenge you've ever had to overcome?
- How do you deal with rejection or criticism?

When asking these questions, you're not only tuning in to what the person says, but *how* they are saying it. Design a series of questions that require *right brain answers*. In other words, tap into their emotions and see how they process on that side of the brain. You want to discern if

they are inherently a happy person, how they relate to others in stressful situations, and some of the core beliefs they have about themselves. Questions like these will give insight on how they will interact with the rest of your team and whether or not they will become an asset or liability.

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