

RECRUITING AND APPRAISING WITH CLARITY

The process of interviewing and giving face to face appraisals just got easier...

No one doubts the importance of incorporating the Human factor into the interview and appraisal process to ensure the right talent is attracted, identified and retained, but many lack the skills to do it.

- We miss opportunities to hire the right talent because their value wasn't apparent during the interview process.
- We hire the wrong talent because the interviewee was better prepared than the recruiter.
- We put off confronting real and potential performance issues until it's too late because the process is uncomfortable.
- We appraise performance without engagement, resulting in talent migration; sometimes to the competition.

How is the Narrative Interview different from traditional verbal and written interviews?



The Narrative Interview was developed by Psychiatrist and MBA, Dr. Carlos A. Raimundo. Aligning his neurophysiologic research with his professional experience as a Corporate Coach and Trainer, he created an ingeniously simple, three-dimensional, story-telling technique to fast-track the process of identifying, appraising and nurturing Talent.

The **Narrative Interview** is another of Dr Raimundo's Strategic Relationship Management Model® techniques incorporating the Play of Life® technology. For more than 20 years, his methodology has been widely used and taught in large organizations worldwide. It has been described as "a laser beam to the brain", "a turbo-charged communicational tool" and "a short-cut to the human factor".

"How many times do we end a conversation more confused than when we started? For the most part, this is due to the difficulty we have in articulating what we really want to get across and also due to the fact that we often understand only what we can, as filtered through our own personal lenses..."

Clear communication is the core of the Narrative Interview. It helps the Employer to really "know", instead of just going on a hunch."

Dr Carlos A. Raimundo

Explaining the essence of any given situation and the core of who we really are, relies on communication between the *Limbic system* (that part of the brain where emotions, passions and memories sit) and the *Neo-Cortex*; the strategic, rational, thinking part of the brain where language culture and defense mechanisms reside. The Narrative Interview works by directly engaging the Limbic system; normally difficult to access, in a relaxed, non-threatening way. This, in turn, allows the neo-cortex to express thoughts and feelings more openly and clearly.

The Narrative Interview bypasses the defense mechanisms, pre-concepts, cultural and language barriers of the neo-cortex simply because it does not rely solely on verbal and written responses. Potential candidates "show" their talents, skills and background experience. The person receiving the information is able to "see" and understand the central messages being conveyed. Having a clear picture of an employee's preferred leadership style and team dynamic gives the recruiter vital information and insight into what a particular individual would need in order to stay engaged and committed to an organization. During performance assessments, the Narrative Interview allows leaders to respectfully "show" their teams what issues need to be addressed quickly and effectively without lengthy and awkward explanations.

The Narrative Interview can stand alone as the primary assessment instrument for recruitment and appraisal or can be tailored and incorporated into an existing interview protocol. The process is standardized and transferable. The technique follows a series of interactive questions using a predetermined template to create uniformity and fairness in the process.

THE NARRATIVE INTERVIEW

Simplicity is the ultimate sophistication.
Leonardo Da Vinci

Recruiters, Management and Leadership, more than ever, need laser-sharp skills to attract, identify and retain the right talent for their organizations. **The Narrative Interview**, helps each party involved clearly communicate what each has to offer, and facilitates the clarification of issues otherwise difficult to articulate or present.

For the Recruiter/Appraisor

The Narrative Interview process is geared to assess, acknowledge and motivate the candidate's:

- Aspirations for the job
- Talent, passion for the job, background experience, skills and suitability
- Unique contributions he/she is potentially bringing to the party
- Ability to articulate
- Potential fit in the organization
- Potential compatibility with his/her future boss/team.
- Flexibility Requirements
- Personal challenges for meeting outcomes
- Future professional development requirements
- Type of supervision or coaching required
- Acknowledge

For the Candidate

The Narrative Interview process is designed to:

- Create a more relaxed environment for the candidate
- Facilitate dialogue
- Help the candidate become more acquainted with:
 - The expectations of the position being offered
 - The culture of the organization
 - The team/department culture
 - KPI's
- Identify in which areas of the organization the candidate might have future potential for growth/promotion
- Help the candidate identify which work dynamics he/she would and wouldn't like to experience on the job, including preferred leadership style and level of team interaction.

"The Human Factor is crucial to effective communication, and this can be learnt."

Dr Carlos A. Raimundo

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Who should attend?

- Executives
- Management
- Business Owners

