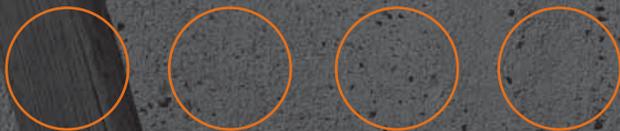


Are You Failing the Interview?

2009 Survey of Global Interviewing Practices and Perceptions

*Written by
Scott Erker, Ph.D.,
and Kelli Buczynski*



Every new hire is a million-dollar decision—making the interview a manager’s most expensive conversation. Two out of three managers fear they’ll miss something about a candidate that will come back to haunt them.



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Why Making the Grade Matters

The interview remains the key decision-making tool for virtually every job in the world. And not only for bringing new people into the organization.

Promotions, special assignments, job rotations, and succession planning also often involve interviews.

The practice is so common, so expected, that many organizations and interviewers take it for granted.

Interviewers consider themselves to be good judges of character, and believe they don't need formal interviewing training.



As a result, the interview process is not given the attention it deserves.

Interviewers come unprepared for the discussion or turn candidates off with unprofessional behavior. They make decisions based on “gut instinct” instead of relevant facts. Many ask inappropriate—even illegal—questions that can land their organizations in hot water.

To what extent are interviewers across the world succeeding or failing in these areas? What impact might these errors be having on identifying and landing the top applicants?

At the end of 2008, DDI surveyed 1,910 interviewers and 3,523 job seekers across the world. In particular, we wanted to understand what people sitting on both sides of the table—interviewers and interviewees—think is working and not working. Their responses led to some interesting findings:

- ❖ Interviewers often make hasty decisions.
- ❖ Almost half of all interviewers are not formally trained—and it makes a big difference in their decision-making ability.
- ❖ Interviewers think they are doing a better job than they really are.
- ❖ Common interviewer techniques turn candidates off.
- ❖ Interviewers are increasingly relying on information gathered from social networking sites to make hiring decisions.

Here’s a closer look at the survey’s findings, along with DDI’s advice on how to improve failing grades and achieve consistently better results on the most common and widespread “hiring exam” your organization gives.

KEY FINDINGS



A Decision in Under 30 Minutes

Businesses tend to be careful decision makers when large sums of money are at stake. Major business decisions—such as whether to purchase that new accounting system, where to situate that new facility, or which advertising agency to choose—require extensive deliberation that can last months.

Like these business decisions, hiring decisions can be worth millions to an organization. DDI's research shows that top employees are two to three times more productive than average performers: Bank tellers generate higher customer satisfaction ratings; line workers produce more with fewer defects; star sales reps close more contracts at higher margins.¹ Over time, this performance gap quickly adds up to millions lost in unrealized revenue and increased costs.

But how intently are interviewers considering this potentially high-stakes decision?

FIGURE 1: AVERAGE TIME SPENT MAKING A CANDIDATE DECISION



Figure 1 shows that 47 percent of interviewers spend less than 30 minutes reviewing a candidate's interview results with others before making a decision. Just think, in the time it takes you to watch your favorite TV show or have an extra-cheese-and-pepperoni pizza delivered to your home, employers are making million-dollar hiring decisions.

We would expect the time spent deliberating over a prospective employee to vary depending on the level of the job; however, less than 30 minutes is woefully inadequate for all but the most junior roles within an organization.

Not surprisingly, younger interviewers spend less time deliberating than older interviewers: 70 percent of interviewers under 25 spend less than 30 minutes, compared to just 36 percent of those over age 50. Younger people just entering the workforce are likely at lower levels within their organization, and therefore interviewing people for lower-level jobs. On the flip side, older workers have probably learned from experience that not being thorough in discussing candidates can lead to bad hiring decisions.

FIGURE 2: PERCENT OF INTERVIEWERS THAT SPEND 30 MINUTES OR LESS

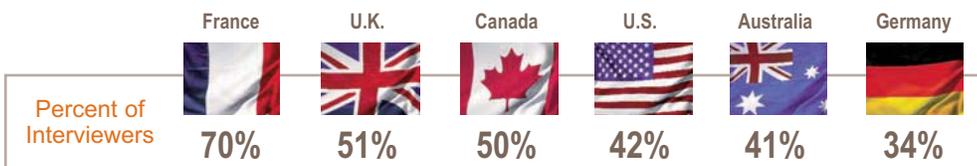


Figure 2 looks at decision-making speed by country, showing the percentage of interviewers who spend less than 30 minutes reviewing candidates with other interviewers before making a hiring decision. French interviewers are the fastest decision makers: 70 percent spend less than 30 minutes. Even more astonishing is that 30 percent spend less than 10 minutes! German interviewers are much more deliberate, with 66 percent spending more than 30 minutes and 25 percent devoting at least an hour.

Anyone who has interviewed an obviously unqualified candidate would tell you that the decision not to offer a job can be quick and painless. But quick decisions to hire someone should make any HR professional or business executive uncomfortable—mistakes can be costly. You must be confident your hiring managers are making highly considered, sound decisions.

So do you know what kind of deliberations your hiring managers are having in this short amount of time?

Are they having “thumbs-up, thumbs-down” hallway chats with the other interviewers? Or are they actually evaluating candidates against each criteria for success on the job and having meaningful, detailed discussions before making a decision?

“I have good people sense—all I need is 10 minutes and I know.”
 – Canadian interviewer

We asked interviewers to describe their decision-making process. Most interviewers told us they ultimately make independent hiring decisions, even if they briefly consult with other interviewers. Only 46 percent of interviewers hold formal, in-depth discussions with all interviewers to reach a consensus about a candidate.

FIGURE 3: PERCENT OF INTERVIEWERS CONDUCTING IN-DEPTH DISCUSSIONS WITH OTHER INTERVIEWERS

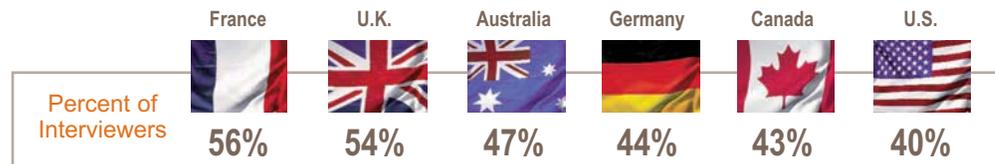


Figure 3 shows considerable global differences in the use of formal decision-making discussions. A majority of interviewers in France and the U.K. hold formal discussions with other interviewers before a decision is made, while those in the United States are far more independent.

It's not surprising that service (33 percent) and retail (30 percent) organizations make quick, independent decisions. Jobs in these industries tend to be entry level and prone to turnover. Job seekers in these areas also tend to have more choices, so an abbreviated interview process and on-the-spot hiring decisions are often critical to landing the candidate. If the process is too complicated or takes too long, candidates can just walk down to the next store in the shopping mall and apply there.

“Hiring is a strategic action for an organization. Any mistake has a real impact on the company running smoothly.”

– French interviewer

For other positions and other industries, the power of a good decision-making process comes from interviewers sharing the information they've collected, then evaluating based on all the available data, not just their own information. This process of sharing and combining data is called data integration. Data integration creates synergy among interviewers: The combined data becomes more than the sum of its parts, enabling interviewers to identify trends and patterns they might otherwise miss. The result is an overall view of the candidate that you can use to accurately and fairly predict performance in the target job. The sharing process doesn't have to be lengthy. A good discussion can be completed in less than 30 minutes if interviewers come prepared.

HOW TO CONDUCT A SUCCESSFUL CANDIDATE EVALUATION DISCUSSION

Data integration is a powerful quality control process designed to control biases and stereotypes, maintain hiring standards, and ensure fair and accurate selection. The power of the process comes from interviewers sharing the information they've collected and then evaluating the interviewing competencies or targets (skills, experiences, etc.) based on all of the available data, not just their own data. The result is a profile of each candidate's strengths and weaknesses that can be used to accurately and fairly predict performance in the job.

The data integration process looks like this:

1. All of the interviewers who gathered behavioral information about the candidates meet to discuss each candidate.
2. Focusing on one candidate at a time, each interviewer shares the behavioral evidence collected and organized for each competency or target.
3. Covering one competency, the group discusses the behaviors collected for a given competency and develops a consensus rating for a candidate in that target (typically a 5-point rating scale where a 5 means exceptional performance, 3 means successful performance, and 1 means inadequate performance).
4. After this process is completed for every target, the group analyzes the candidate's overall profile and decides whether to retain or reject the person.

It is unlikely that each interviewer will give the same rating for each candidate. The process of sharing behavioral data, discussing the rationale for each rating, and reaching a consensus rating is one of the most interesting and revealing parts of data integration. The advantage of this approach is that interviewers get a chance to review their data and are held accountable for collecting behavioral data and justifying their opinion to the group. Over time they become calibrated about what good and poor performance "looks like." Ultimately, they make more effective decisions.



Interviewers Aren't as Good as They Think

The interviewers overwhelmingly thought that they had excellent interviewing skills and make high-quality hiring decisions.

Why are they so confident? They feel that they have impeccable instinct. A Canadian interviewer told us “I have good people sense—all I need is 10 minutes and I know.” A U.S. interviewer remarked “I’m great at reading poker faces.” Another said “I’m good at pursuing questions on the fly.”

Other interviewers cited their experience. A U.K. interviewer said “I’ve always made the right decision on candidates.” A German interviewer told us “I’ve employed people for 20 years.”

But is all of this confidence really warranted?

FIGURE 4: TOP INTERVIEWER WORRIES



64%
Missing information about candidate weaknesses that will show up later.

- 46% Have enough info to make a decision.
- 28% Allowing one aspect of background to influence others.
- 23% Top candidates won't accept my offer.
- 18% The kind of impression I make on a candidate.
- 17% Feeling so much pressure to fill that I settle.
- 16% New hires quitting too soon.
- 11% Wasting time with interviews.
- 9% Knowing what questions to ask.
- 5% Asking illegal or inappropriate questions.

We asked interviewers to identify their top three worries associated with the interviewing process. Despite interviewers' high opinion of themselves, two-thirds worry they'll miss important information about a candidate's weaknesses that will show up later on the job, and half aren't sure they have enough information to make a sound decision.

At the very bottom of the worries were knowing which questions to ask and asking illegal or inappropriate questions. This is interesting, because asking the right behavioral questions tied to what's needed for success on the job is how to ensure you don't miss important information. As for asking illegal or inappropriate questions, the next section shows where that risky practice can lead.

So what kind of training justifies this high confidence level?

FIGURE 5: TRAINING METHODS USED TO PREPARE FOR CONDUCTING INTERVIEWS



We asked interviewers to describe how they were trained to conduct interviews. Figure 5 shows that one of the biggest issues at play is the lack of training and the heavy reliance on “gut instinct.” Although “informal on-the-job training” (48 percent) is the most common way interviewers have been prepared to conduct interviews, “I use my instinct” (44 percent) is not far behind. In the U.S., “instinct” jumps to 56 percent, compared to much lower rates in the U.K. (32 percent) and France (26 percent).

All told, 58 percent of interviewers report having either no interviewer skills training or relying on their instincts.

“My informal interview style makes interviewees more honest.”
– Southeast Asian interviewer

So what impact does this lack of training have on interviewer skill, confidence, and decision making?

FIGURE 6: INTERVIEWER SATISFACTION

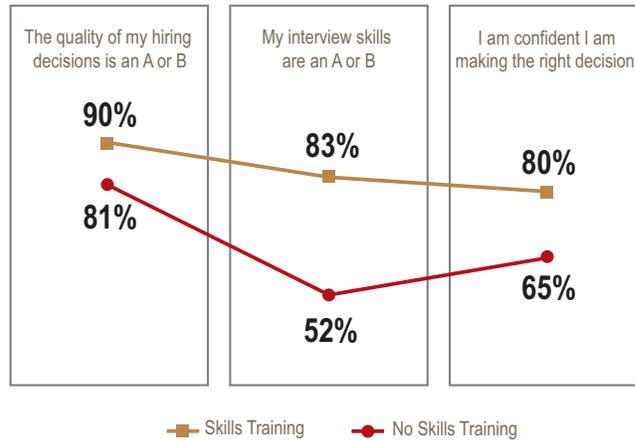


Figure 6 shows that on several key measures, interviewers with interviewer skills training are more satisfied than those with no training.

The people with no training have a different set of worries as well. They are less worried about candidates accepting their job offers (16 percent versus 26 percent). They are significantly more worried about the impression they're making with candidates (24 percent versus 15 percent). More importantly, they are more than twice as worried about what questions to ask (19 percent versus 6 percent).

"I feel competent but not perfect."

– U.K. interviewer

The confidence level of those interviewers who either rely on instinct or have had informal on-the-job training is the same as those who have received formal training. But these two groups are slightly more concerned about missing important information about candidates' weaknesses during the interview than their formally trained counterparts (71 percent versus 62 percent).

We all recognize the problems with no training or relying on gut instinct. But what's wrong with informal training?

The problem with informal training is just that—it's informal. It can easily be inconsistent, and result in inconsistent interviews, even among candidates for the same job. It may focus interviewers on hiring someone to fill an immediate need, when it might be more beneficial to consider the organization's long-term needs. Sure that candidate can do the job today, but what about his potential for promotion, or her potential to perform in today's world of job rotations and global business?

Despite these questions, interviewer confidence isn't surprising to us—or to HR professionals struggling to justify to their overworked managers why interviewer training is worth their time. In DDI's experience, we find that interviewers often come to training believing they are already proficient. But when newly trained interviewers are asked to rate where they were before training and where they are after, their answers reveal the truth: They didn't know what they didn't know.



What Interviewers Don't Know is Putting You at Risk

Ranking lowest among interviewers' top-rated concerns was the worry they were asking illegal or inappropriate questions. Only 5 percent of interviewers ranked it among their top three concerns. Yet, when asked to identify whether certain questions were illegal or inappropriate, many of these same interviewers chose the wrong answers.

In each country in the study, questions about marital status, plans to have children, religious persuasion, age, ethnicity, and sexual orientation are illegal. Figure 7 shows that a significant number of interviewers in each country are not aware these questions are illegal to ask in their country. Interviewers in Australia, France, and Germany appear to be the least aware of the legality of these questions: On average 60 percent of interviewers in these countries thought these questions were legal.

FIGURE 7: DO PEOPLE KNOW WHAT IS LEGAL? PERCENT OF INTERVIEWERS WHO THOUGHT THESE ILLEGAL QUESTIONS WERE LEGAL

	 AUSTRALIA	 CANADA	 FRANCE	 GERMANY	 U.K.	 U.S.
Are you married?	68%	41%	88%	96%	69%	40%
Do you plan to have children?	62%	49%	67%	68%	47%	42%
Do you belong to a religious organization?	52%	30%	36%	53%	49%	31%
How old are you?	67%	39%	96%	96%	51%	30%
How would you describe your ethnicity?	47%	30%	26%	53%	52%	24%
What is your sexual orientation?	27%	16%	21%	21%	26%	17%
How did you hurt your leg?	93%	85%	90%	86%	94%	79%

In the U.S. and Canada, high-profile lawsuits have raised the stakes. Still 20 to 40 percent of interviewers in these countries missed the mark on identifying the illegal questions. For example, a significant percentage of U.S. interviewers did not recognize that many personal questions are illegal to ask: someone's marital status (40 percent didn't know); whether they were planning to have children (42 percent); their religious affiliation (31 percent); their age (30 percent); and ethnicity (24 percent).

Eighty to ninety percent of interviewers in each country did not know "How did you hurt your leg?" is also an illegal question. In each of the countries in the study, it's illegal to discriminate against disability. In fact, employers must adapt their workplace and job to meet the needs of employees with disabilities. This question is illegal because the interviewer may be perceived as trying to uncover information about a permanent or temporary disability.

“I’m able to gauge a person’s sincerity.”

– Australian interviewer

Organizations in every country need to be concerned about these results, not only because of the legal risk, but also because the lack of professionalism will affect your organization’s reputation and its ability to attract and land the best candidates.

Hiring laws can vary widely around the world. Understanding different practices becomes especially important when interviewers from different countries are interviewing the same candidate. For example, in the U.K., it is generally considered polite to ask about a candidate’s family, even though most of these questions are illegal. Another issue in the U.K., as well as France and Germany, may simply be that the law changes frequently and interviewers outside of HR are not always aware of the latest rulings. In Australia, the diversity of cultures makes it common and comfortable for interviewers to discuss “Where are you from?” even though the topic should be avoided.

It is critical for organizations to conduct the appropriate research and to clearly communicate to all interviewers what is legal, what is appropriate, and what is not.

Organizations should also be aware that common interview questions such as “What would you do if I gave you an elephant?” or “What kind of Disney character would you be?” are irrelevant because they do not provide any insight into specific job-related behaviors. Organizations should instead focus their interviewers on behavioral questions to help them directly assess whether a candidate has previously displayed the behavior necessary to succeed on the job, and if so, how well.

**SURVEY DATA
AT A GLANCE**

TOP JOB SEEKER TURN-OFFS

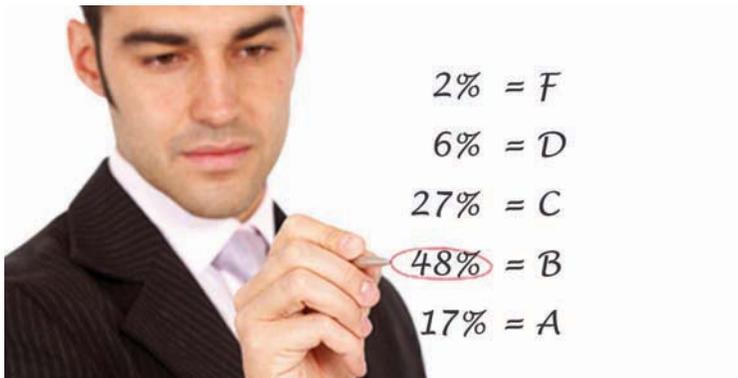
43%	Interview techniques are more like interrogations.
42%	Taking too long to get back to me.
39%	Not being up-front about details like salary, hours, expectations.
35%	Keeping me waiting for a long period of time.
30%	Questions that are not relevant to the job.
25%	Acting like they have no time to talk to me.
22%	Being unprepared for the interview.
22%	Asking inappropriate questions.
12%	Never giving me the opportunity to ask questions.
12%	When several interviewers ask the same questions.



“Selling Yourself” Isn’t Just for Candidates

As interviewers are proudly congratulating themselves on their good instincts and interviewing skills, those seated on the other side of the table are not as complimentary. Figure 8 shows how job seekers graded their recent interviewing experiences. The vast majority of job seekers (75 percent) rated their experience a B or C. An additional 8 percent rated their experiences even lower.

FIGURE 8: HOW JOB SEEKERS GRADE THEIR INTERVIEW EXPERIENCE



You might be thinking there’s nothing wrong with more than half of job seekers rating their experience average (C) or above average (B). But this means a large group of candidates is less than impressed with their interview experiences. Have you ever left a job interview never having connected with the interviewer? How does that compare to leaving the interview and jumping up and down with excitement when you are alone in the elevator? The fact is, lukewarm experiences are not likely to land passive job seekers or truly elite candidates who have other employment options.

“I get bored listening to poor candidates.”

– U.K. interviewer

FIGURE 9: GRADING THE INTERVIEWERS



“Interviews can be too forward or like interrogations, removing some of the human element.”
 – French job seeker

We asked job seekers to rate specific elements of their interview experiences. Figure 9 shows that job seekers think some areas are going well, while other areas have room for improvement. Overall, job seekers believe interviewers are doing a good job in key interpersonal areas related to the interview—courteousness, professionalism, and openness to answering their questions.

They do expect more enthusiasm from the interviewer, both in showing excitement for the job and in being interested in their goals and aspirations. For candidates, an unenthusiastic and detached interviewer is a sign of what it would be like to work with this person if they take the job.

Several key interview process areas were also poorly rated. Job seekers thought interviewers could do a better job of describing the position. They were particularly dissatisfied with the promptness of follow-up after the interview: 26 percent of job seekers rated this area a D or F.

Why should organizations and their interviewers care about job seekers’ perceptions? First, you want to ensure that candidates feel that all applicants are treated the same. If you impress candidates (meeting their personal needs) and have a good interview process (meeting the practical needs to get information from candidates and share information about the job/organization), “fairness” is less likely to be an issue.

Second, while we may not have the war for talent as in years past, high-quality candidates may still be considering many offers. Research by DDI and Monster reveals that 91 percent of job seekers say their perception of the interviewer affects their decision to accept a job offer (34 percent say it significantly affects it).² In addition, negative perceptions can multiply—how many of you have come out of an unprofessional interview experience and warned your friends to stay away? Plus, you don’t know when a candidate today could turn into a customer tomorrow.

**SURVEY DATA
 AT A GLANCE**

HOW TO REALLY BLOW THE INTERVIEW: TOP INTERVIEWER TURN-OFFS	
26%	The candidate hasn't taken the time to learn about the job or the organization.
21%	The candidate is arrogant or overly confident.
15%	The candidate shows up late.
12%	The candidate did not ask any questions about the job or what it is like to work here.
6%	The candidate doesn't speak professionally.
6%	The candidate won't fit into our culture.
5%	The candidate dresses inappropriately.
4%	The candidate talks too much.

Organizations have a golden opportunity to impress every candidate they interview. The key is to focus on what's important to the candidate and find a match in what the job and organization offer. Once you identify the common thread, you can weave it throughout the process with the help of interviewers and other points of contact. It could be something as simple as having interviewers mention their own professional travels to a candidate interested in travel opportunities, or touting the company's charitable efforts to candidates interested in "giving back."

These connections are critical to selling the job and the organization—a skill as important to interviewers as knowing how to reinforce an employment brand and how to be a proactive talent scout. Interviewers who embrace this broader role go far beyond merely "filling an opening" in their hiring decisions. They are the ones most likely to make the grade, earning excellent ratings as interviewers and excellent results for their organizations.

JOB SEEKER PET PEEVES

SURVEY DATA AT A GLANCE



Eating while I'm being interviewed (U.S.).



Treating me like a child (Australia).



Mocking me during the interview (U.S.).



Just using me to fill a quota of interviews (Australia).



Making you feel you have to beg to get in (SE Asia).



Interviewers playing amateur psychologists (U.K.).



Bad mouthing employees within the organization (Canada).



Big Brother Isn't Watching...or is He?

A weatherman fired for a Facebook photo depicting drug use. Teenagers fired from a store in Canada for bragging about stealing on MySpace. Teachers with exotic videos on YouTube that undermine their credibility in the classroom.

These are all stories of people who were reckless enough to post shocking or inappropriate content for all to see. Many of the job seekers in our study had little sympathy for these tales of woe. A job seeker from the U.K. noted that “Your character becomes public knowledge.” Another one from the U.S. commented “Act like a fool and you’ll be one.”

If employers are firing employees based on Internet postings, it’s reasonable to expect that employers are also searching the Web for information about candidates.

But is this perception accurate? How prevalent is this practice?

We asked interviewers if they check candidates’ social networking sites to find out additional information. We found that only 25 percent of interviewers check sites like Facebook and MySpace. As might be expected however, the practice becomes more prevalent the younger the interviewer: Only 19 percent of those over 50 check these sites compared to 46 percent of those under 25.

“Act like a fool and you’ll be one.”

– U.S. job seeker

FIGURE 10: PERCENT OF INTERVIEWERS WHO SEARCH CANDIDATE NETWORKING SITES



Figure 10 illustrates how widespread this practice is across the globe. German interviewers are almost twice as likely to conduct these searches as any other country. On the other end of the spectrum, only 12 percent of interviewers from the U.K. rely on site searches.

Don't let the low prevalence of searches on Facebook and MySpace fool you. The number of companies playing Internet detective is increasing. A 2006 survey by ExecuNet found that 77 percent of executive recruiters “Google” for additional information on candidates.³

But the million-dollar question is, how much does it impact the decision making of those who do search?

The 2006 ExecuNet study found that 35 percent of recruiters who search chose not to hire applicants based on information they uncovered, up from 26 percent in 2005. We asked this same question and found that what was novel two years ago has now become the norm: 52 percent of interviewers who conduct searches use the information to make hiring decisions.

A majority of interviewers in every country make decisions based on this information, except in the U.K. (33 percent). In France and the U.S., over 60 percent of interviewers who conduct these searches have used this information to make a hiring decision. It is likely the increasing trend will continue right around the world. So are job seekers in on the secret? And how do they feel about it?

Our survey suggests that job seekers are rather naïve about what's going on. Less than one-third (32%) believe that what they put on social networking sites impacts the results of a job search. U.S. job seekers are much more aware of the practice (43 percent), while those in Australia, France, and the U.K. are less so (all less than 25 percent). Seekers in the U.K. are right to not be concerned, given the low use of online information by U.K. interviewers (12 percent). But this should serve as a warning call to those in Australia and France, where over 50 percent of interviewers make a decision based on online information.

We already mentioned that the common reaction from job seekers was to preach abstinence—if you don't want potential employers to see it, don't post it. However, a significant number of job seekers feel the practice is an invasion of privacy. A German job seeker told us “My private life should not bother the company.” Another from the U.K. said “Your free time is not the same as your work time.”

What's the lesson? Internet use shows no signs of decreasing, so a steady increase in its use in hiring—including researching candidates—is inevitable. Job seekers should assume that current and potential employers will see what they post online, and decide whether to let that impact what they choose to post.

Employers should realize that much of what's posted on social networking sites is done in fun, and may not reflect a candidate's on-the-job demeanor or performance. Also keep in mind that most of this information is not job-related and therefore should not be factored into the hiring decision. Finally, a well-planned, well-conducted interviewing process can go a long way toward discounting—or confirming—impressions gained from online searches.

“My private life should not bother the company.”

– German job seeker

About the Participants

JOB SEEKERS

- **Employment status:** 65% Full-Time; 18% Part-Time; 17% Unemployed
- **Tenure:** 52% <1 year; 16% 1-2 years; 13% 3-5 years; 10% 5-10 years; 9% 10+ years
- **Age:** 14% <25; 15% 25-29; 16% 30-34; 17% 35-40; 24% 41-50; 14% 51+
- **Country:** 18% Australia; 8% Canada; 21% France; 18% Germany; 12% U.K.; 20% U.S.; 3% Other
- **Industry:** 15% Government & Education; 8% Financial Services; 11% Health Care; 7% Manufacturing; 12% Professional Services; 11% Retail; 12% Hi-Tech; 24% Other

INTERVIEWERS

- **Age:** 2% <25; 8% 25-29; 14% 30-34; 19% 35-40; 29% 41-50; 28% 51+
- **Country:** 13% Australia; 13% Canada; 13% France; 13% Germany; 13% U.K.; 32% U.S.; 3% Other
- **Industry:** 17% Government & Education; 8% Financial Services; 10% Health Care; 7% Manufacturing; 11% Professional Services; 12% Retail; 12% Hi-Tech; 23% Other



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Endnotes

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Are you making the best hiring decisions?

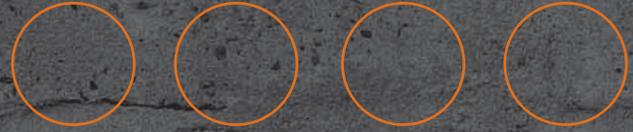
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In today's grow-or-die marketplace, having the right talent strategy is crucial for an organization's success. Development Dimensions International will help you systematically and creatively close the gap between the talent you have and the talent you need to drive future business strategies.

We excel in:

- :: **Competency models** that are linked directly to your business.
- :: **Screening and assessment**, enabling you to hire the right people with a full range of validated tests and assessments.
- :: **Behavioral interviewing**, helping hiring managers and recruiters make accurate hiring decisions.
- :: **Performance management** to foster individual accountability and superior execution of your strategic priorities.
- :: **Succession management** expertise and assessment systems to help you make critical placement and promotion decisions.
- :: **Accelerated development** to give you people who are more productive faster by offering the widest range of topics for workforce to senior leadership levels.

DDI is all about giving you the kind of business impact you want over the long term—what we call “realization.” The work we do together is tied to your organization's strategies and becomes part of your business and your culture. If your business is multinational, DDI has precisely the kind of global resources needed to implement your talent initiatives effectively and consistently worldwide.

Take a closer look at www.ddiworld.com.

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