



Post-Training Support

INTERVIEWING: BUILDING RAPPORT

Conducting interviews isn't the same as interrogating. Sure, you want information in both cases, but interviews give you key opportunities to deal with intangibles, such as candidates' feelings and personal needs. Knowing what to say, when to say it, and how to say it is one of the subtle skills successful interviewers master.

The following examples show how to build rapport in different interview situations:

Compliment the Candidate for Impressive Experiences or Accomplishments

- *"Getting a master's degree from a tough school like that is quite an accomplishment."*
- *"It sounds like you did a great job of reorganizing those files."*
- Your own examples:

Compliment the Candidate for Responses during the Interview

- *"Good example, Jan—very specific and to the point. That's just the kind of information I need."*
- *"Thanks for giving such a complete picture of that project."*
- Your own examples:

Minimize Negative Information

- *"We've all made decisions we weren't happy with. Tell me about a decision you made like that."*
- *"Sometimes we all find ourselves trying to get out from behind too much work. Tell me about a time like that for you."*
- **Candidate:** *"I tried to help them settle their differences, but I guess I didn't do a very good job of persuading them to hear each other out."*
Interviewer: *"That would have been a tough situation for anybody, especially for a new team leader."*



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- **Candidate:** *"I wasn't very happy with how I handled that situation at all. It eroded trust between our groups, and it took some time to get it back."*
- **Interviewer:** *"Even though that wasn't the right approach, it sounds like you worked hard after that to put things right."*

- Your own examples:

Empathize with Candidates' Negative Feelings

- **Candidate:** *"Two days before the deadline and they tell me the project's been canceled—after I put in all those extra hours and did all that extra work. I wanted to walk out and never come back."*
- **Interviewer:** *"Nothing makes you angrier than finding out that your time's been wasted, especially when you've worked so hard."*

- Your own examples:

Empathize with Candidates' Positive Feelings

- **Candidate:** *"What a day that was—finding out that I'd been promoted and that I had also landed the biggest sale of my life."*
- **Interviewer:** *"Two major wins in one day. That had to be exciting."*

- Your own examples:
