



Interview Guidance for Hiring Managers

Assessing for potential – UBS Rotation Programme 2023



Considerations Pre-Interview

Mindset of a Returner

Returners can differ to typical direct hires:

- Mature with a mass of experience, but may have a less 'traditional' career path
 - Gaps in CV
 - Unconventional experience such as building own ventures
- Heightened sense of 'imposter syndrome' – particularly prevalent amongst high performing perfectionists
- Feeling significant pressure to get this right and prove themselves
- Lack of clarity over professional identity
- Lack of clarity and/or trepidation over logistics of returning to a corporate role

Awareness of your own Unconscious Bias as an Interviewer

Our values and beliefs influence how our brain makes snap decisions about people, particularly those who don't "fit the mould"

- What assumptions am I making about this person?
- How are my values and beliefs impacting on my assessment of candidates and ability to make objective decisions?
- When I get a 'good feeling' or I'm "unsure about" someone, where is this coming from and what is it telling me?
- Is this a priority for me? How am I giving myself time to prepare?
- How do I need to show up to make the best of the time I have with each candidate when interviewing these candidates?

**Helping you find
the best returning
talent**

Common Traps when Selecting Returners

In our experience there are some common traps organisations can fall into:

- Candidates aren't given enough information or encouraged to ask the right questions to help them assess if this is the right opportunity for them (including whether the logistical challenges in their life can fit)
- Interviewers have not prepared enough pre-interview to understand the subtle differences between 'normal' candidates and returners

Myth busting

Consider the following when you are preparing to meet these candidates:

- **I have to make sure the person I hire has done the same job before– FALSE** – use the interview to assess the candidates potential. Whilst they may not have done the exact same job look for transferable skills.
- **These candidates have been out of action for years - FALSE** - many have only been away from the corporate world for a couple of years and have been working in that time – in some cases running their own businesses
- **This is no different to recruiting any other senior hire –Not completely true–** These candidates have huge experience, but they may have a heightened level of self doubt – make allowances for this to bring out the best in them.

Interview process & Example Questions

	Meet and greet	Formal start of interview	Candidate asks questions	Close	Post review/ wash up
Objectives	Create supportive, welcoming and positive environment. Build rapport and put the candidate at ease. Share something about yourself.	Hear about and assess skills and capabilities. Make it clear examples can be from any context. Help candidates to shine, and look for realistic picture of skills.	Help candidate to explore some of their worries/ interests.	Help candidate to feel positive about experience.	Document key outputs. Share views with colleagues whilst fresh. Decide next steps.
Returner's inner voice	<i>"This is my big chance. I must not fail."</i> <i>"I don't know if I fit into this corporate environment anymore."</i>	<i>"I am a fraud and I am going to be 'found out' or exposed during this process."</i> <i>"I don't have any directly relevant experience"</i>	<i>"I don't know what I don't know so can't probe too far into the realities of the role and what would work for me. I really want this role and so I will work out the detail and any issues later."</i>	<i>"Hope I did ok – I really want this, they seemed great and supportive."</i> <i>"I now feel clearer about this opportunity and what it could mean for me and my family"</i>	
Questions/ probing	Share something about your day Explain structure of interview	<i>"Thinking about experiences throughout your career and across all aspects of your life, can you give me an example when you ...?"</i> <i>"Tell me more"</i> <i>"How did you personally contribute?"</i> <i>"What did you specifically do?"</i> <i>"Why have you decided to apply to us?"</i> <i>"How can you see yourself adding value here?"</i>	<i>"We'd value hearing your questions"</i> <i>"Please feel free to ask anything that's on your mind"</i> <i>"Past candidates have been interested in how flexible we can be when you're juggling life at home, we're happy to explore any of this if useful?"</i>		<i>"What strengths did we see?"</i> <i>"What skills/ capabilities would need to be developed and how could we help her with this?"</i> <i>"Where could this candidate add value?"</i> <i>"Should we take her forward?"</i>
Observed capabilities	Personal impact Emotional intelligence and rapport building Ability to cope with stressful situation Rapport building	Clarity of messaging Personal impact and ability to articulate value Listening skills Agility Motivations	Appreciation of potential reality Curiosity Ability to deal with ambiguity Ability to self-start Confidence over working style and boundaries	Overall impact	



Preparation



Review

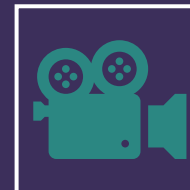
It is not about reinventing the wheel, but about asking the right questions and giving the candidates the ability to demonstrate their ability to do the job. Level the playing field and remove barriers.

Give yourself the time to review the job description and review the candidates CV highlight relevant information to reference during the interview. If there is a break in the CV depending on the nature of the break you might want to explore skills they have gained during that time.



Adjust

Question your mindset before you enter the interview. So much that we do is unconscious and no change can happen without challenge. Be prepared to hear from a different point of view that might benefit the organisation.



Record

Make a note of your feedback and make sure it is communicated. This makes a huge difference to the candidate and is crucial in protecting your employer brand.

Employer Brand

Supportive,
welcoming and
positive

Put yourself in their
shoes

Give opportunities
to shine



Questions

www.thereturnhub.com

Call: +44 203 907 8040

info@thereturnhub.com

Facebook: The Return Hub

LinkedIn: The Return Hub

Twitter: @TheReturnHub

Instagram: @The Return Hub

