

# Leadership & Management Development



## 1.1 Criteria & Competency-Based Interviewing Skills

The programmes within this Communication pillar are not “off-the-shelf” courses. They are designed as a menu of development options that can be combined, adapted and shaped to reflect what is really happening inside your organisation. What initially presents as a “communication problem” frequently turns out to be something deeper – a question of confidence, trust, conflict, influence or clarity of management.

These outlines are therefore best read as catalysts for discussion – prompts to help you reflect on how people currently communicate, where friction or misunderstanding arises and what kind of development will genuinely shift behaviour. In practice, the most effective solutions often draw on complementary elements from across our other pillars – Personal Development, Management and Leadership, Business Development and Senior-Level Leadership and Talent Development. Every intervention we deliver is built in partnership with you, around your culture, your people and the outcomes you need to achieve.

### Course overview

Selecting the right people is critical to organisational performance. Competency-based interviewing provides a structured and fair approach that helps assess not only what a candidate has done in the past but how they are likely to perform in the future.

This practical one-day workshop equips participants with the ability to design clear interview criteria, ask questions that reveal real capability, and evaluate responses consistently and objectively. The workshop also introduces how AI-enabled screening and drafting tools can support interview preparation, while ensuring that human judgement remains the deciding factor.

Delegates will leave with increased confidence to conduct interviews that identify genuine role fit, protect fairness, strengthen candidate experience, and improve hiring outcomes.

### Who should attend?

**Anyone involved in recruitment and selection decisions, including managers, HR professionals and talent-acquisition specialists who want to:**

- Increase the quality and fairness of hiring
- Improve interviewing confidence and consistency
- Strengthen assessment against role requirements and organisational values
- Protect the employer brand through a professional candidate experience

### Context

Hiring decisions shape culture, team performance and long-term organisational success. Yet many interviewers receive limited support in selecting the right criteria, asking the right questions and evaluating responses consistently. This can lead to uncertainty and bias in high-stakes decisions.

At Expleo we help leaders conduct interviews that are fair, insightful and aligned to role requirements. This programme enables participants to identify capability clearly, assess behavioural evidence effectively and select candidates who will contribute meaningfully to organisational performance.

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## How certification is earned

Upon successful completion of this course, participants will be awarded a certificate of attendance from Expleo Academy.

## Course Objectives

**By the end of this programme participants will be able to:**

- Explain the principles and benefits of competency-based interviewing
- Define relevant competencies and translate them into clear selection criteria
- Prepare structured interview questions that prompt relevant examples
- Use probing techniques to gather deeper insight
- Apply consistent scoring methods to support objective decision-making
- Balance efficiency tools (including AI) with ethical and unbiased hiring practice
- Manage the interview process to ensure a positive candidate experience

## Course Outline

### 1. Introduction to Competency-Based Interviewing

- Why competency-based interviewing improves hiring success
- Defining competencies linked to role requirements and organisational priorities

### 2. Developing Effective Interview Criteria

- Identifying must-have competencies and behaviours
- Setting clear, fair, measurable criteria for assessment

### 3. Formulating Competency-Based Questions

- Behavioural (STAR-style) and situational questioning
- Designing prompts that reveal real evidence of performance

### 4. Conducting Structured and Consistent Interviews

- Applying a repeatable process that reduces bias
- Using probing to explore depth without leading the candidate

### 5. Evaluating and Scoring Candidates

- Practical scoring scales and how to apply them
- Using evidence, not instinct, to reach decisions

### 6. Candidate Experience and Brand Representation

- Creating a professional and respectful interview environment
- Understanding how interview practice shapes

### 7. Responsible Use of AI in Recruitment

- Where AI can support hiring preparation and documentation
- Confidentiality, compliance and data protection considerations
- Ensuring human judgement remains central to hiring decisions

## Training Methodology

The workshop is hands-on and practical. Participants will take part in group exercises, mock interviews and live feedback from the facilitator. Real-world examples are used throughout to build confidence and apply the techniques to current hiring needs.

## Contact

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