

Why

Because it creates involvement and ownership, ensures the fit of new hires with the team is strong and enables co-workers to develop the good operational sense to see if someone fits a role. You also help your co-workers to grow by inviting them to take on more intense and broader responsibility.

What

Implement a step in the recruitment process where candidates are interviewed some potential future colleagues.

How

For each hire choose a few future team members (preferably different people each time so that everyone gets the opportunity to get involved once in a while) to be interviewed by their potential new colleagues.

In advance, ask team members to reflect upon the criteria and set of questions they want to use to select a new colleague. Discuss this set of criteria with them.

When

When you want to make teams and co-workers more responsible for their current function and future.

Skills and necessary training

Selection interview training.
Formulating a set of interesting questions to ask during a selection interview.

Possible workshop exercise

First, discuss the criteria involved in hiring someone for a certain function.
Do a selection interview.

Critical success factors

Good preparation in the sense that team members effectively reflect upon criteria and questions. If you don't decide on the criteria upfront you often get a confusing discussion afterwards because everyone has paid attention to different elements during the interview. In that case it is almost impossible to bring the different perspectives and opinions back together.