

Best practice interview technique: MMI- multimodal interview

MMI is one of the most widely accepted and used form of a structured interview. This description of the MMI deviates from the textbook version, in that the 'free conversation' part is moved towards the end of the interview (from position 3 to 6). The idea behind this is that this leaves room for a free conversation, but doesn't give too much weight to the first impression, which would lead to biases. I have reflected on this change in a private conversation with Prof. Simone Kauffeld (TU Braunschweig), who agreed that this change does indeed make sense from the perspective of removing biases from the interview process.

1. **Start.** Briefly create a positive atmosphere.

Explain what will happen.

No evaluation of applicant's performance at this point.

2. **Self-introduction of applicant.** Several minutes. Opened by the typical open question "Tell me a bit about yourself".

3. **Biographical data.** Questions about their background, derived from the job requirements. Evaluation based on applicant's behaviour.

EXAMPLE

Which experiences did you make with group work? Please give an example

--- *Answer applicant* ---

Were there also situations in which you experienced problems and opposing viewpoints?

--- *Answer applicant* ---

What did you do in order to solve the problem? What was the outcome?

--- *Answer applicant* ---



Evaluation

0 points: strongly dislikes working in a team, appears as source of disagreements and as unconstructive player, who doesn't contribute to solutions.

5 points (if scale from 0 to 5 is used): has nuanced views on the strengths and weaknesses of team work, is quick to detect problems within the group, gives constructive proposals to the problem resolution, takes part in the actual resolution process.

4. **Realistic information** about the job and the employer.

This information shows honesty from the side of the employer and doesn't raise false expectations, which would lead to high levels of terminations.

5. **Situational questions.** Critical-incident-based questions, evaluation of questions.

Find realistic situations from the future work environment and use them to create scenarios, in which the applicant should evaluate behaviour or comment on own behaviour in such situations.

EXAMPLE

Your co-worker's performance has slumped. For the annual feedback meeting, you need to explain that the salary increase as well as the annual bonus will be lower than that of most colleagues. How do you proceed?

0 points: An answer like, "I would have liked to give you more, but the general management didn't provide sufficient funds." Problem with such answers: hiding behind others and low credibility of answer, as other colleagues do indeed receive more money. Shying away from using the meeting to show co-worker a path to growth and to utter constructive criticism.

5 points: Telling the co-worker, that I made up my mind about lower performance (give proof of that), which is the reason for the lower payments. Searching for root causes for the performance dip. Work out measures together, how the performance can be improved again. Work out new targets for next year.

6. **Free conversation.** Interviewer poses open questions. Evaluation of the overall impression.

7. **Finish:** questions from the applicant. Summary and next steps.

