

Intentional Interviewing Ivey

Unraveling the Tapestry of Intentional Interviewing: A Deeper Look at the Ivey Model The human connection forged in an interview is a delicate dance, a symphony of words and unspoken cues. We all, whether recruiters or job seekers, yearn for those transformative interactions that not only uncover skills but also illuminate potential and personality. Enter the Ivey model of intentional interviewing – a structured approach that goes beyond the superficial and delves into the heart of the candidate's experience. This column delves into this powerful method, exploring its nuances and unveiling the potential it holds for both interviewer and interviewee. Intentional interviewing, particularly within the Ivey framework, elevates the traditional interview process from a transactional exchange to a meaningful dialogue. It encourages the interviewer to move beyond the rote questions, steering instead toward a more insightful and impactful exploration of the candidate's motivations, competencies, and values. This intentional approach allows for a richer understanding of the individual, going beyond the "what" and delving into the "why."

Understanding the Core Principles of Ivey Interviewing

The Ivey model, rooted in person-centered therapy, emphasizes empathy and active listening as fundamental components of the interview process. Instead of simply asking questions, interviewers are trained to create a safe space where candidates feel comfortable sharing their perspectives and experiences. This creates a dynamic environment where both parties can learn and grow.

The Power of Active Listening: The Cornerstone of Ivey

Active listening isn't just about hearing words; it's about truly understanding the message behind them. It involves acknowledging non-verbal cues, reflecting back the candidate's emotions, and seeking clarification when needed. This creates a powerful sense of connection and trust, which fosters open communication. This approach goes beyond simple "yes" or "no" answers, instead encouraging the interviewee to elaborate and detail their experiences.

Questioning Strategies: Beyond the Obvious

The Ivey model isn't about a rigid set of questions; instead, it's about the *style* of questioning. It advocates for open-ended questions, encouraging candidates to share their thoughts and feelings freely. These open-ended questions provide insight into the candidate's motivations, thought processes, and decision-making strategies.

The Role of Empathy in Building Rapport

Empathy is the cornerstone of a successful Ivey interview. By understanding the candidate's perspective, the interviewer creates a more welcoming and inclusive environment. This emotional intelligence allows the interviewer to understand the candidate's background, motivations, and potential contributions to the organization.

Practical Application: Structuring an Ivey Interview

A well-structured Ivey interview follows a distinct pattern. Rather than a rigid script, it emphasizes flexibility to tailor the conversation to the specific candidate.

Example Structure of an Ivey Interview

| Stage | Focus | Key Actions | ||| | **Initial Rapport** | Building trust and connection | Actively listen, make eye contact, use nonverbal cues to convey interest and acceptance. | | **Exploration of Experiences** | Understanding the candidate's past experiences, focusing on behaviours and outcomes | Ask open-ended questions, encourage detailed responses, use reflective listening techniques. | | **Discussion of Values** | Aligning candidate values with the organization's values | Ask probing questions about the candidate's motivations, ask for specific examples demonstrating values. | | *Personalized Questions* | Tailoring the conversation to the individual candidate | Create questions based on the candidate's responses, focus on uncovering motivations and potential contributions | | **Closing** | Summarize key insights, reinforcing positive attributes | Affirm candidate's contributions, discuss next steps, clearly explain the hiring process. |

Benefits of Implementing Ivey Interviewing

- Increased candidate engagement: Active listening fosters a sense of value and importance, making the candidate feel heard.
- **Enhanced candidate experience**: The conversational and empathetic approach creates a more comfortable and positive interview environment.
- **Improved hiring decisions**: Deeper understanding of candidates' motivations, experiences, and values leads to more informed hiring decisions.
- Stronger employer-employee relationships: Creating stronger rapport in the interview process translates to better relationships in the workplace.
- **Reduced bias and increased diversity**: A non-directive approach minimizes biases stemming from perceived answers, leading to a more diverse workforce.

Challenges and Considerations

While the Ivey model offers immense potential, it's not without challenges. Maintaining balance between active listening and guiding the conversation, and recognizing and addressing potential bias are critical aspects of successful implementation.

Advanced Considerations in Applying the Ivey Model

Implementing the Ivey model requires careful planning and a deep understanding of its underlying principles.

Addressing Emotional Responses

It's crucial to understand and address emotional responses both in the interviewer and the interviewee.

Learning to manage those emotions is essential for both to maintain a constructive conversation.

Maintaining Neutrality

Interviewers must carefully avoid influencing the candidate's responses. This requires a high degree of self-awareness and emotional intelligence.

Adapting the Model for Specific Roles

Tailoring the Ivey model to different roles is crucial. For highly technical roles, questions need to be structured differently to elicit specific skills and knowledge.

Conclusion

Intentional interviewing, epitomized by the Ivey model, represents a paradigm shift in how we approach the selection process. It moves beyond a superficial assessment of skills to a more profound understanding of the candidate as a whole. By embracing empathy, active listening, and thoughtful questioning, we can unlock the true potential of candidates and create more meaningful, productive partnerships within organizations.

Advanced FAQs

1. **How can I maintain neutrality while still guiding the conversation effectively?** Use open-ended questions and focus on understanding the candidate's thought processes rather than directing their answers. 2. *What are the practical steps for implementing active listening in an interview?* Make eye contact, nod to show engagement, reflect back the candidate's emotions, and ask clarifying questions to ensure you truly grasp their message. 3. How can I adapt the Ivey model for different roles, such as technical or creative positions? Tailor your questions to elicit the specific skills and experiences necessary for those roles. 4. How do I manage potential biases that may surface during the Ivey interview process? Be self-aware of your own biases, and strive to ask neutral questions focusing on behaviours and outcomes. 5. **What resources are available to learn and practice Ivey interviewing techniques?**

Online courses, workshops, and mentorship programs can offer detailed guidance and practical application of the Ivey method. This approach, when applied diligently, can create more effective interviewing strategies, leading to improved decision-making and stronger relationships between interviewers and candidates. This, in turn, can lead to a more engaged and diverse workforce.

Intentional Interviewing: Mastering the Ivey System for Deeper Connections

Ever feel like conversations, especially in a professional setting, are a bit... superficial? Like you're just going through the motions, ticking boxes, but not truly connecting? If so, you're not alone. In the realm of communication, particularly in fields like counseling, therapy, coaching, and even sales and

management, the art of truly understanding another person is paramount. This is where **intentional interviewing**, and specifically the renowned **Ivey's model of interviewing**, comes into play. It's not just about asking questions; it's about asking the *right* questions, with the *right* intention, and listening with the *right* awareness to unlock deeper insights and foster genuine change.

The Ivey family – Albert, Allen, and Mary – developed a comprehensive and structured approach to interviewing that has become a cornerstone in many helping professions. It's a systematic framework designed to equip interviewers with a toolkit of skills to effectively gather information, build rapport, and facilitate client growth. In essence, intentional interviewing is about being present, purposeful, and precise in your communication. It's about understanding not just *what* is being said, but *how* it's being said, and the underlying meanings and emotions that accompany it.

What is Intentional Interviewing? The Core Philosophy

At its heart, intentional interviewing is about recognizing that every word, every silence, every gesture in an interview carries meaning. It's a proactive and deliberate approach where the interviewer has a clear purpose for each interaction and for the interview as a whole. This contrasts with passive or aimless questioning, where the interviewer might simply react to what the interviewee says without a guiding strategy. The intentional interviewer is always asking themselves: "What do I want to achieve in this moment? How can my skills best serve the interviewee?"

This philosophy extends beyond mere data collection. Intentional interviewing aims to empower the interviewee, to help them explore their own thoughts, feelings, and behaviors more deeply. It's a collaborative process, where the interviewer acts as a guide, creating a safe and supportive space for exploration. Key to this is the understanding of **ethical interviewing practices**, ensuring that the interviewee's well-being and autonomy are always prioritized.

The Ivey Model: A Structured Approach to Intentionality

The Ivey model provides the "how-to" for intentional interviewing. It breaks down the complex art of interviewing into manageable, learnable skills. Think of it as a roadmap, guiding you through the landscape of human experience with clarity and purpose. The model emphasizes three core microskills that are foundational to effective interviewing:

1. Attending Skills: Being Present and Aware

Before you can effectively ask questions or offer insights, you need to be fully present with the interviewee. Attending skills are about conveying your undivided attention and creating a comfortable environment. This involves:

1. **Visual Eye Contact:** Not a stare-down, but a natural, engaged gaze that communicates interest.
2. **Vocal Qualities:** Your tone, pace, and volume should be congruent with the conversation and convey empathy.
3. **Attentive Body Language:** Open posture, leaning slightly forward, and avoiding distracting

movements.

4. **Verbal Following:** Allowing the interviewee to lead the conversation, not interrupting, and using minimal encouragers (e.g., "uh-huh," "I see").

Mastering attending skills is the bedrock of any successful interview. Without them, your other skills will fall flat, as the interviewee won't feel heard or understood.

2. Questioning Skills: Unlocking Deeper Understanding

Questions are your primary tools for gathering information and encouraging deeper exploration. The Ivey model highlights the importance of different types of questions:

1. **Open Questions:** These invite more than a yes/no answer, encouraging elaboration and detail. Think "How did that make you feel?" or "Tell me more about what happened next."
2. **Closed Questions:** Useful for gathering specific facts or confirming information, but should be used sparingly. For example, "Did you go to the meeting?"
3. **Probing Questions:** These delve deeper into a specific topic, asking for more detail, examples, or clarification. Examples include "Can you give me an example of that?" or "What specifically do you mean by that?"
4. **Hypothetical Questions:** These can be useful for exploring possibilities or potential solutions, e.g., "What if you tried...?"

Intentional questioning involves choosing the right type of question at the right time, with the intention of eliciting specific types of information or responses. It's about moving from the general to the specific, and from the superficial to the meaningful.

3. Empathy Skills: Connecting with the Interviewee's World

Empathy is the ability to understand and share the feelings of another. In intentional interviewing, it's about communicating that understanding back to the interviewee. This is where the magic of connection truly happens.

1. **Empathic Understanding:** Accurately perceiving the interviewee's feelings, thoughts, and behaviors from their frame of reference.
2. **Empathic Concreteness:** Helping the interviewee to move from vague generalizations to specific feelings and experiences.
3. **Empathic Confrontation:** Gently challenging incongruities or unexplored areas in the interviewee's statements to promote insight.
4. **Paraphrasing:** Restating the interviewee's message in your own words to ensure understanding and show you're listening.
5. **Reflecting Feelings:** Identifying and articulating the emotions the interviewee is expressing, both verbally and nonverbally.
6. **Summarizing:** Pulling together the main themes and feelings of a conversation, often used at the end of a session or a segment.

Empathy is not about agreeing with the interviewee or fixing their problems; it's about understanding them at a deep level and communicating that understanding back in a way that validates their experience.

The Ivey 8-Step Intentional Interviewing Process

The Ivey model further refines these microskills into a practical 8-step process that can be applied to almost any interviewing situation. This structured approach ensures that the interviewer systematically covers key areas:

1. **Identify the Client's Presenting Issue:** What is the main reason the client is here or the topic at hand?
2. **Explore the Presenting Issue:** Use attending and questioning skills to gather information about the issue.
3. **Identify Strengths and Resources:** What skills, supports, or positive attributes does the client possess?
4. **Identify Concerns and Problems:** What are the specific difficulties or challenges related to the issue?
5. **Explore Past Experiences:** How has the client dealt with similar issues or situations in the past?
6. **Explore Future Possibilities:** What are the client's hopes, goals, or desired outcomes?
7. **Develop Action Strategies:** Collaboratively explore potential steps or solutions.
8. **Develop Action Plans:** Create concrete, measurable steps for moving forward.

This framework is incredibly versatile, adaptable to individual therapy sessions, team meetings, performance reviews, or even initial client consultations. The beauty of the **Ivey interviewing technique** lies in its systematic yet flexible nature.

Beyond the Basics: Advanced Ivey Concepts

While the core microskills and the 8-step process are fundamental, the Ivey model delves into more nuanced aspects of intentional interviewing. These include:

Understanding and Utilizing the Client's Story

Every interview is an opportunity to hear a client's unique story. Intentional interviewers learn to identify narrative themes, underlying beliefs, and the impact of past experiences on present behavior. This involves active listening and helping clients to construct and reconstruct their narratives in more empowering ways. This is closely linked to **narrative interviewing** principles.

Focusing Skills: Directing the Conversation

While allowing the client to lead is important, sometimes the interviewer needs to gently guide the conversation to ensure key areas are explored. Focusing skills help the interviewer bring the client's attention to specific themes, people, or emotions, always with the intention of deepening understanding.

Interpreting and Reframing

As an interviewer gains more insight, they may offer interpretations of what the client is saying or reframe their perspective. This must be done with sensitivity and always with the aim of helping the client gain new insights, rather than imposing the interviewer's viewpoint. This is where **client-centered interviewing** often overlaps with Ivey.

Immediacy: Addressing the Here-and-Now

Immediacy involves directly addressing what is happening between the interviewer and the interviewee in the present moment. For example, "I notice you seem a bit hesitant to talk about this. Is that something you're comfortable exploring?" This can be a powerful tool for building trust and addressing any underlying dynamics.

Applying Intentional Interviewing in Different Contexts

The principles of intentional interviewing are not confined to therapeutic settings. They are invaluable across a wide spectrum of professional interactions:

1. **Counseling & Therapy:** Building rapport, exploring client issues, facilitating insight, and guiding change.
2. **Coaching:** Helping clients identify goals, overcome obstacles, and unlock their full potential.
3. **Human Resources:** Conducting interviews, performance appraisals, and conflict resolution.
4. **Sales & Marketing:** Understanding customer needs, building relationships, and tailoring solutions.
5. **Management & Leadership:** Motivating teams, addressing concerns, and fostering open communication.
6. **Social Work:** Gathering information, assessing needs, and empowering clients.

Regardless of the field, the goal remains the same: to foster understanding, build connection, and facilitate positive outcomes through deliberate and skilled communication. Learning **how to interview effectively** is a lifelong journey, and the Ivey model offers a robust roadmap.

The Importance of Practice and Self-Awareness

Like any skill, intentional interviewing requires consistent practice. Engaging in role-playing exercises, seeking supervision, and actively reflecting on your own interviewing interactions are crucial for growth. Developing self-awareness about your own biases, assumptions, and communication style is equally important. Are you truly listening, or just waiting for your turn to speak? Are your questions genuinely open, or subtly leading? Constant introspection is key to becoming a truly intentional interviewer.

Conclusion: The Power of Intentional Connection

Intentional interviewing, particularly as guided by the Ivey system, is more than just a technique; it's a mindset. It's about approaching every conversation with purpose, respect, and a genuine desire to understand. By mastering the attending, questioning, and empathy skills, and by utilizing structured

frameworks like the 8-step process, you can transform your interactions from superficial exchanges into meaningful dialogues. You can unlock deeper insights, build stronger relationships, and facilitate more profound and lasting change. In a world that often feels disconnected, the ability to engage in intentional, empathetic interviewing is a powerful gift, both for those being interviewed and for the interviewer themselves.

Understanding Intentional Interviewing: A Transformative Approach to Conversational Engagement

Intentional interviewing, often associated with the principles pioneered by experts in qualitative research and communication such as those linked to the Ivey School of Business and broader leadership development circles, represents a deliberate and purposeful method of conducting interviews. Unlike traditional interviewing techniques that may rely on open-ended questions with minimal structure, intentional interviewing emphasizes planning, clarity, and strategic focus to extract deeper insights and foster meaningful dialogue. This approach is not simply about asking questions—it's about designing an interaction that aligns with specific goals, whether for leadership assessment, talent development, customer research, or organizational learning.

Core Principles of Intentional Interviewing

At its foundation, intentional interviewing rests on several key principles that distinguish it from conventional methods. First is the practice of purpose-setting: before engaging in conversation, the interviewer defines clear objectives, identifies the critical themes to explore, and anticipates how responses will inform future decisions. This clarity prevents tangential discussions and ensures that every exchange contributes to a larger purpose. Second, intentional interviewers prioritize active listening—not just hearing words, but interpreting tone, emotion, and underlying meaning. By maintaining presence and responsiveness, they create psychological safety, encouraging interviewees to share candidly and authentically. Third, adaptability plays a vital role; skilled practitioners adjust their questioning in real time based on the flow of dialogue, probing thoughtfully when depth is required and allowing space when silence reveals reflection.

Intentional interviewing also integrates structured frameworks, such as pre-determined question sequences or behavioral anchors, which provide consistency while preserving flexibility. These frameworks help standardize data collection across multiple interviews, making it easier to compare perspectives and identify patterns. Importantly, this method values the human element—recognizing that trust, rapport, and mutual respect form the bedrock of insightful conversations. When interviewees feel genuinely heard and understood, they are more likely to reveal nuanced perspectives that surface-level approaches might miss.

Practical Applications Across Industries

The versatility of intentional interviewing makes it applicable across a wide range of professional domains. In leadership development, executives and HR professionals use it to assess executive potential, uncover leadership blind spots, and guide personalized growth plans. By focusing on past decisions, challenges overcome, and vision articulation, interviewers gain a holistic view of a candidate's mindset and resilience. Similarly, in talent acquisition, hiring managers leverage intentional interviews to go beyond resumes and evaluate cultural fit, soft skills, and emotional intelligence—factors that significantly influence long-term success. In market research and customer experience, this approach enables organizations to dive deeply into user motivations, pain points, and unmet needs. Rather than relying solely on quantitative surveys, companies conduct intentional interviews that reveal emotional drivers and behavioral patterns, informing product innovation and service improvements. Healthcare professionals also employ intentional interviewing to build patient rapport, explore complex psychosocial factors, and deliver more empathetic, patient-centered care. Educators use it to understand student engagement, learning preferences, and barriers to achievement, shaping teaching strategies that better meet diverse needs.

Beyond these fields, the methodology supports internal organizational change initiatives, helping leaders diagnose resistance, align stakeholders, and co-create solutions through inclusive dialogue. The emphasis on intentionality ensures that each conversation serves a strategic function, turning interviews from routine exchanges into powerful tools for insight and transformation.

Measurable Benefits of Intentional Interviewing

Adopting intentional interviewing delivers tangible benefits that extend across individual interactions and organizational outcomes. One of the most significant advantages is enhanced data quality. With clear objectives guiding the conversation, the information gathered is focused, relevant, and actionable—reducing ambiguity and increasing the reliability of insights. This precision supports better decision-making, whether in talent decisions, product development, or strategic planning. Another key benefit is improved trust and rapport. When interviewees perceive a deliberate, respectful approach, they are more open and honest, leading to richer qualitative data. This trust also strengthens relationships between interviewers and participants, fostering long-term engagement and participation. For organizations, this translates into stronger employee morale, customer loyalty, and stakeholder confidence. Additionally, intentional interviewing enhances efficiency. By minimizing digressions and staying aligned with goals, interviews are more concise yet comprehensive, saving time for both interviewer and interviewee. This efficiency scales well in high-volume contexts, such as large-scale research or executive assessments, without sacrificing depth.

Perhaps most profoundly, this approach cultivates a culture of thoughtful communication. In environments where intentionality is valued, teams become more reflective, empathetic, and collaborative—qualities essential for innovation and resilience in today's dynamic world.

Looking Ahead: The Future of Intentional Interviewing

As organizations increasingly prioritize human-centered practices, intentional interviewing is poised to grow in prominence. Advances in technology, including AI-assisted transcription and sentiment analysis, are enhancing the precision and scalability of qualitative data collection—without replacing the human touch that defines this method. Instead, these tools amplify the interviewer's ability to identify patterns, track emotional cues, and synthesize insights more efficiently. Moreover, the rise of remote and hybrid work models demands new ways to build connection across digital spaces. Intentional interviewing, with its emphasis on preparation, presence, and adaptability, offers a robust framework for virtual engagement that maintains authenticity and depth. As generational shifts continue to value transparency and purpose, the demand for skilled practitioners who can conduct intentional, empathetic conversations will only increase. In the evolving landscape of leadership, learning, and organizational development, intentional interviewing stands out not just as a technique—but as a mindset. It reflects a deeper commitment to understanding people not as data points, but as complex, valuable contributors whose insights shape more humane, effective, and forward-thinking systems.

Intentional Interviewing: Mastering the Ivey Method for Deeper Connections and Impact

In the complex landscape of human interaction, the ability to conduct truly impactful interviews is a coveted skill. Whether you're a seasoned therapist, a curious journalist, a discerning recruiter, or a dedicated researcher, the art of asking the right questions and actively listening can unlock profound insights and foster meaningful connections. At the forefront of this discipline stands the Ivey Method of Intentional Interviewing. More than just a set of techniques, it's a comprehensive philosophy designed to empower interviewers to navigate conversations with purpose, precision, and genuine empathy.

The term "intentional interviewing" itself speaks volumes. It signifies a departure from haphazard questioning or superficial information gathering. Instead, it emphasizes a deliberate and strategic approach, where every question, every silence, and every non-verbal cue is carefully considered for its potential to elicit deeper understanding. The Ivey Method, developed by Dr. Allen Ivey and his colleagues, provides a robust framework for achieving this level of intentionality, offering a systematic way to guide interviews towards desired outcomes while remaining sensitive to the interviewee's experience.

The Core Philosophy: More Than Just Asking Questions

At its heart, intentional interviewing is about building rapport and creating a safe space for the interviewee to share authentically. It recognizes that people reveal their true selves and deepest thoughts when they feel understood, respected, and not judged. The Ivey Method champions this principle by emphasizing:

1. **Client/Interviewee Centeredness:** The focus is always on the person being interviewed. Their

needs, goals, and perspectives are paramount.

2. **Developmental Perspective:** Recognizing that individuals develop and grow, the method encourages flexibility and adaptability in questioning.
3. **Cultural Awareness:** Understanding and respecting diverse cultural backgrounds is crucial for effective communication and avoiding misinterpretations.
4. **Integration of Skills:** The Ivey Method isn't a single trick; it's a toolbox of interconnected skills that work in concert.

This holistic approach distinguishes intentional interviewing from more transactional forms of inquiry. It's about fostering a collaborative dialogue, not an interrogation. The goal is to help the interviewee explore their own experiences, gain clarity, and ultimately achieve their own desired outcomes, whether that's self-understanding, problem-solving, or providing critical information.

The Pillars of Intentional Interviewing: Key Ivey Method Skills

The Ivey Method breaks down the complex art of interviewing into a series of distinct yet complementary skills. Mastering these pillars allows interviewers to approach any situation with confidence and adaptability. These foundational skills are often categorized into attending skills, basic listening skills, and influencing skills.

Attending Skills: Being Fully Present

Before any questions are asked, the interviewer must establish a foundation of presence and attention. Attending skills are about conveying to the interviewee that you are fully engaged and genuinely interested in what they have to say. This involves both verbal and non-verbal communication. Key attending skills include:

1. **Eye Contact:** Maintaining appropriate eye contact signals engagement and respect. The nuances of eye contact can vary culturally, so awareness is key.
2. **Body Language:** Open posture, leaning slightly forward, and mirroring subtle gestures can create a sense of connection. Avoiding distractions like fidgeting or looking at a watch is crucial.
3. **Vocal Qualities:** A warm, clear, and appropriately paced tone of voice can enhance attentiveness.
4. **Verbal Following:** Using minimal encouragers (e.g., "uh-huh," "I see") and brief verbal affirmations to signal that you are listening and following along without interrupting the flow.

These seemingly simple behaviors are powerful in building trust and rapport. When an interviewee feels truly seen and heard, they are more likely to open up and share more deeply. Neglecting attending skills can lead to the interviewee feeling dismissed or uninterested, hindering the entire interview process.

Basic Listening Skills: Understanding the Content and Meaning

Once attending skills have established a connection, the interviewer can move to more active listening techniques. These skills focus on accurately understanding the interviewee's message, both the explicit content and the underlying meaning. The Ivey Method highlights several core listening skills:

1. **Paraphrasing:** Restating the interviewee's message in your own words to confirm understanding and show you've processed their information. For example, "So, if I understand correctly, you're feeling overwhelmed by the workload."
2. **Summarizing:** Condensing the main points of a longer statement or a series of statements. This is useful for checking comprehension and for moving the conversation forward.
3. **Reflecting Feelings:** Identifying and articulating the emotions the interviewee is expressing, both verbally and non-verbally. This demonstrates empathy and encourages emotional exploration. For instance, "It sounds like that situation made you feel really frustrated."
4. **Reflecting Meaning:** Going beyond the surface-level content to explore the deeper significance of what the interviewee is saying. This involves understanding their values, beliefs, and personal interpretations. "What does that success mean to you?" or "How does that belief shape your decisions?"
5. **Asking Open-Ended Questions:** Encouraging detailed responses rather than simple yes/no answers. Questions starting with "What," "How," "Why," or "Tell me about..." are key.

These listening skills are not about filling the silence with your own thoughts; they are about using your responses to facilitate the interviewee's exploration. They act as gentle probes, inviting deeper elaboration and clarification.

Influencing Skills: Guiding the Conversation Towards Goals

While attending and listening skills are about creating understanding, influencing skills are about intentionally guiding the interview towards specific objectives. These skills are employed with care and ethical consideration, always in service of the interviewee's well-being or the interview's purpose. The Ivey Method includes a range of influencing skills, such as:

1. **Directives/Suggestions:** Offering concrete ideas or steps the interviewee might consider. This is done cautiously, ensuring the interviewee retains agency.
2. **Information Giving:** Providing relevant facts or data that might be helpful to the interviewee.
3. **Immediacy:** Bringing the here-and-now of the interview into focus. This can involve addressing what is happening between the interviewer and interviewee in the present moment. For example, "I notice you seem a bit hesitant to discuss this topic. Is there something about it that's difficult?"
4. **Interpretation/Reframing:** Offering new perspectives or ways of looking at a situation that the interviewee might not have considered. This should be done tentatively and with an invitation for the interviewee to explore the new viewpoint.
5. **Self-Disclosure:** The interviewer sharing brief, relevant personal experiences to build rapport or illustrate a point. This must be done judiciously to avoid shifting the focus away from the interviewee.

The power of influencing skills lies in their judicious application. They are not tools for manipulation but rather for empowerment, helping the interviewee to gain new insights, overcome obstacles, and move towards their goals. A skilled interviewer knows when and how to employ these techniques effectively, always prioritizing the interviewee's autonomy.

Applications of Intentional Interviewing Across Fields

The principles and skills of intentional interviewing are remarkably versatile, finding application in a wide array of professional domains. Its emphasis on deep listening, empathy, and purposeful questioning makes it an invaluable tool for anyone who interacts with others to gather information, facilitate change, or foster understanding.

Therapy and Counseling: The Bedrock of Therapeutic Alliance

In psychotherapy, the Ivey Method is foundational. Therapists use intentional interviewing to build a strong therapeutic alliance, a critical factor in successful treatment outcomes. By actively listening, reflecting feelings, and asking open-ended questions, therapists help clients explore their thoughts, emotions, and behaviors, leading to increased self-awareness and personal growth.

Key applications in therapy include:

1. **Building Rapport:** Establishing trust and safety is paramount.
2. **Eliciting Emotional Expression:** Helping clients articulate and process difficult emotions.
3. **Identifying Core Beliefs:** Uncovering underlying assumptions and schemas that drive behavior.
4. **Facilitating Insight:** Guiding clients towards new understandings of themselves and their situations.
5. **Goal Setting and Problem Solving:** Collaboratively developing strategies for change.

Journalism: Uncovering the Truth with Empathy

For journalists, intentional interviewing is the difference between superficial reporting and compelling storytelling. By employing attending skills and active listening, reporters can create an environment where sources feel comfortable sharing sensitive information. Asking the right open-ended questions and reflecting meaning can uncover hidden narratives and provide a more nuanced understanding of events and individuals.

Journalists benefit from:

1. **Gathering In-depth Information:** Moving beyond soundbites to get to the heart of a story.
2. **Building Trust with Sources:** Encouraging candid and honest responses.
3. **Understanding Motivations:** Exploring the 'why' behind actions and events.
4. **Crafting Compelling Narratives:** Unearthing the human element of a story.

Human Resources and Recruitment: Finding the Right Fit

In the competitive world of talent acquisition, intentional interviewing is crucial for identifying candidates who not only possess the required skills but also align with the company culture. Recruiters can use the Ivey Method to assess candidates' communication styles, problem-solving abilities, and emotional intelligence by asking targeted questions and actively listening to their responses.

Key HR applications include:

1. **Assessing Behavioral Competencies:** Understanding how candidates have handled past situations.
2. **Evaluating Cultural Fit:** Determining alignment with company values and team dynamics.
3. **Identifying Potential for Growth:** Gauging ambition and learning agility.
4. **Making Informed Hiring Decisions:** Selecting candidates who are likely to succeed and contribute long-term.

Research and Academia: Gathering Rich Qualitative Data

Researchers conducting qualitative studies rely heavily on intentional interviewing to gather rich, detailed data. The ability to ask probing questions, reflect nuances, and synthesize information is essential for understanding complex social phenomena, individual experiences, and diverse perspectives.

In research, intentional interviewing facilitates:

1. **Uncovering Lived Experiences:** Providing in-depth accounts from participants.
2. **Exploring Complex Phenomena:** Understanding the intricacies of human behavior and social issues.
3. **Generating Rich Qualitative Data:** Moving beyond surface-level observations.
4. **Developing Grounded Theories:** Building theoretical frameworks from empirical evidence.

The Importance of Cultural Awareness in Intentional Interviewing

A critical, and often overlooked, component of the Ivey Method is cultural awareness. The way individuals communicate, express emotions, and perceive the world is deeply influenced by their cultural background. Intentional interviewers must be attuned to these differences to avoid misinterpretations and to ensure their interviewing practices are respectful and effective.

This involves:

1. **Understanding Communication Styles:** Recognizing variations in directness, assertiveness, and the use of silence.
2. **Respecting Non-Verbal Cues:** Being aware that gestures, eye contact, and personal space norms differ across cultures.
3. **Acknowledging Worldviews:** Understanding how cultural beliefs and values shape perspectives.
4. **Avoiding Ethnocentrism:** Refraining from judging other cultures based on one's own cultural standards.

By integrating cultural sensitivity into their practice, interviewers can create more inclusive and productive interactions, fostering trust and ensuring that the interviewee's message is accurately understood and valued.

Developing Your Intentional Interviewing Skills

Mastering intentional interviewing is an ongoing journey of learning and practice. The Ivey Method

provides a clear roadmap, but consistent effort and reflection are key to developing proficiency.

1. **Training and Workshops:** Participating in formal training programs on intentional interviewing and the Ivey Method can provide a solid foundation and hands-on experience.
2. **Supervision and Feedback:** Receiving constructive feedback from experienced interviewers or supervisors is invaluable for identifying areas for improvement.
3. **Practice, Practice, Practice:** Regularly applying the skills in real-world situations, from informal conversations to formal interviews, is essential for building confidence and fluency.
4. **Self-Reflection and Journaling:** Taking time to review interviews, analyze what went well and what could be improved, and reflect on your own reactions and biases.
5. **Reading and Studying:** Engaging with the foundational texts and ongoing research in the field of interviewing and counseling.

The pursuit of intentional interviewing is a commitment to deeper understanding, more effective communication, and more impactful interactions. By embracing the Ivey Method's philosophy and mastering its core skills, individuals can transform their interviewing practices, fostering stronger connections and achieving more meaningful outcomes in all aspects of their professional lives.

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Questions & Answers About intentional interviewing ivey

No	Question	Answer
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1	What exactly is 'intentional interviewing' in the context of the Ivey Method?	Intentional interviewing, within the Ivey Method, means consciously and strategically choosing your questions and interventions to achieve specific goals for the client's growth and development. It's about purposeful engagement, not just asking questions.
2	How does the Ivey Method's intentional interviewing differ from traditional interviewing?	Traditional interviewing might be more directive or diagnostic. Ivey's intentional interviewing emphasizes a client-centered approach where the interviewer uses a range of skills (like attending, asking questions, and reflecting) to empower the client to explore their own issues and find their own solutions.
3	What are the core skills of intentional interviewing according to Ivey?	The core skills include attending behavior (non-verbal cues), questioning (open, closed, probing, and their specific uses), reflection of feeling and content, and summarization. Each is used intentionally to facilitate client exploration.
4	When would I use an open question versus a closed question in intentional interviewing?	Open questions encourage broad exploration and are used to gather information and understand a client's perspective. Closed questions are used for specific information gathering, clarification, or to check understanding, but overuse can shut down dialogue.
5	What's the purpose of 'reflection of feeling' in the Ivey Method?	Reflection of feeling aims to help clients identify, understand, and express their emotions. By mirroring their feelings, the interviewer validates their experience and encourages deeper emotional processing.
6	How does the Ivey Method encourage client strengths and resources?	Intentional interviewing focuses on 'de-pathologizing' the client's experience. It actively seeks out client strengths, resources, and past successes, reframing challenges as opportunities for growth and leveraging existing capabilities.
7	What is the '5-stage interview' in the Ivey Model, and how does intentional interviewing fit in?	The 5-stage interview is a structured framework (e.g., RAPPORT, ASSESSMENT, GOALS, IMPLEMENTATION, EVALUATION). Intentional interviewing skills are woven throughout each stage, with the interviewer strategically applying them to achieve the specific objectives of that stage.
8	Can intentional interviewing be used in fields beyond counseling?	Absolutely! The principles of intentional interviewing are highly transferable to coaching, leadership, management, sales, and any field where building rapport, understanding needs, and facilitating positive change are important.
9	How can I practice and improve my intentional interviewing skills using the Ivey Method?	Practice is key! Engage in role-playing, seek feedback from peers or supervisors, watch demonstrations, and consciously apply the Ivey skills in your interactions. Self-reflection on your interview sessions is also crucial for growth.

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