



*Confidential Candidate Results About*  
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SELECTION

DEVELOPMENT

COACHING

CAREER



Assessing People • Maximizing Performance  
*A Max-Ventures Portfolio Company*



## **Maximizing Your Interview**

An effective interview is a good way to determine how well a candidate meets your organization's needs. Below are some tips for maximizing your interview using this *Interviewing for Excellence* guide.

### **GET READY**

- Review the job description and all of the candidate's materials, noting areas where you want further information and clarification.
- Review your company's policies on nondiscriminatory questioning (e.g., avoid questions about age or marital status).
- Read through the following pages and note areas that you most want to cover in the interview. Each work style behavior page includes issues to investigate, questions for your use, and examples of positive and negative responses.
- Develop an outline for the interview: determine what you want to address and how much time you want to devote to each topic; make sure you plan sufficient time for your top priorities.
- Schedule the interview for a time and in a location where distractions will be minimal.

### **GET OFF TO A GOOD START**

- Welcome the candidate and try to make him or her comfortable.
- Provide a brief overview of what you want to cover in the interview.

### **GATHER IMPORTANT INFORMATION**

- Guide the interview so that the candidate does most of the talking.
- Ask your key questions, then listen carefully to the candidate's responses and observe his or her mannerisms.
- Probe and ask for examples to get specific information.
- Take notes.
- Ask if the candidate has questions for you.

### **AFTER THE INTERVIEW**

- Complete the "Notes" portion of each work style behavior page in this guide.
- Summarize what you observed and heard by filling in the Candidate Summary page.
- Evaluate the candidate using the Candidate Rating page at the end of this guide.
- After you have completed your interviews of all the candidates for the position, review the summary and rating pages for each candidate. Make a recommendation about the candidate at that time.



## Interview Suggestions for Exploring Persuasive Behavior

### PERSUASIVE BEHAVIOR

Promotes and advocates ideas in a convincing fashion



This work style has been identified as critical for success in your organization.

**Candidate's Level:** *Very High*

### INVESTIGATE KEY ISSUES

Will this individual be able to gain visibility, influence others, and achieve recognition? Will this person be able to take convincing stances and advocate strongly for his/her point of view? Will this person be able to effectively promote himself/herself?



### FOCUS THE INTERVIEW

- How have you generated enthusiasm among coworkers for your ideas? Please give specific examples.
- Tell me about a time when you were highly successful in persuading someone to adopt your point of view.
- Describe a situation in which you were dealing with a person who resisted your ideas or failed to respond to them. What did you do to win that person over? Were you successful? Would you do anything different next time? If so, please describe your revised approach.
- Describe a situation in which you gained visibility and made an impact on others. How did you get your ideas and accomplishments recognized? Please be specific.

### INTERPRET INTERVIEW RESPONSES

#### Negative Examples:

- Describes a hesitancy to self-promote and instead, lets performance speak for itself.
- Conveys past failures to create energy, optimism, and excitement among others.
- Does not describe instances in which he/she made strong attempts to influence others.
- Describes encountering strong resistance and failing to overcome it when trying to sell ideas.

#### Positive Examples:

- Describes instances when he/she successfully advocated positions in spite of resistance.
- States examples when he/she was able to create energy and enthusiasm among employees.
- Sells ideas and advocates positions by being persuasive, convincing, and verbally influential.
- Describes having effectively promoted himself/herself.



### NOTES:



## Interview Suggestions for Exploring Goal-Oriented Behavior

### GOAL-ORIENTED BEHAVIOR

Pushes self and others to achieve high-level results through determination and tenacity



This work style has been identified as critical for success in your organization.

**Candidate's Level:** *Very High*

### INVESTIGATE KEY ISSUES

Is this individual sufficiently results-driven? Will this person put adequate pressure upon himself/herself and others to accomplish goals at consistently high levels? Will this person persist and persevere in the face of challenges and obstacles? Is this person determined to achieve success?



### FOCUS THE INTERVIEW

- Describe a situation in which you had to push people to achieve a goal. What was the outcome of your efforts? Please provide details.
- What is your approach when someone or something blocks you from accomplishing an important goal? Please give a specific example.
- Recall a time when you encountered many difficulties accomplishing something important. How did you handle the situation? What was the outcome?
- What is the best example of your achieving a goal through sheer determination and willpower? Please be specific.

### INTERPRET INTERVIEW RESPONSES

#### Negative Examples:

- Fails to describe setting goals or moving toward outcomes.
- Describes a lack of perseverance or even giving up in midstream.
- Appears hesitant to push others; describes low performance expectations for self and others.
- Does not mention goal-oriented behaviors such as setting high standards, maintaining determination, and striving for quality when describing personal motivation.

#### Positive Examples:

- Describes energizing an under-performing group or individual.
- Explains effective approaches to confronting and working through roadblocks, resistance, rejection, and recurring frustrations.
- Discusses persevering through important but repetitious or routine tasks.
- Sets ambitious goals and high standards of performance for self and others.



### NOTES:



## *Interview Suggestions for Exploring Sociable Behavior*

### **SOCIABLE BEHAVIOR**

Relates to others using an engaging, expressive, and lively style



This work style has been identified as critical for success in your organization.

**Candidate's Level:** **Low**

### **INVESTIGATE KEY ISSUES**

Will this individual evoke positive emotions, such as intensity, inspiration, and enthusiasm in others? Will this person avoid being perceived as excessively serious or reserved? Will this person readily initiate and engage in conversations with others? Is this person expressive and energetic?



### **FOCUS THE INTERVIEW**

- Describe a time when you needed to energize and motivate a group of individuals. How did you accomplish this? Please be specific in describing your interactions with these individuals as well as the outcome of your efforts.
- Describe a boss for whom you have worked who had charisma and a social presence. Compare this individual's approach to your own work style. Be specific in detailing the similarities and differences.
- Tell me about a time when you were in a new work setting and you did not know any of your coworkers. How did you meet these individuals and get to know them?
- Do you prefer an organization in which employees are encouraged to be outgoing and talkative or one in which frequent coworker interaction is not highly emphasized? Please explain and give an example.

### **INTERPRET INTERVIEW RESPONSES**

#### **Negative Examples:**

- Fails to describe an instance when he/she successfully motivated others.
- Indicates that he/she does not take the social initiative to meet new people.
- Describes a very reserved and quiet approach, fully lacking in impact and expression.
- Explains that coworker interaction is not valued.

#### **Positive Examples:**

- Describes successfully generating intensity, enthusiasm, and excitement in others.
- Describes efforts to make work fun for coworkers and employees.
- Indicates that he/she enjoys meeting new people and interacting with others at work.
- Notes sincere attempts to encourage and inspire low-energy or unmotivated individuals.



### **NOTES:**



## *Interview Suggestions for Exploring Organized Behavior*

### **ORGANIZED BEHAVIOR**

Gets things done in an orderly, systematic, and procedural fashion



This work style has been identified as critical for success in your organization.

**Candidate's Level:** *Average*

### **INVESTIGATE KEY ISSUES**

Does this individual rely upon structure and procedures to accomplish tasks in a systematic way? Will this individual be able to handle operational detail? Will this candidate give information to others in an organized manner and be perceived as credible?



### **FOCUS THE INTERVIEW**

- Describe a situation in which you felt particularly effective at organizing something. Describe the task and how you went about organizing it. How did you know you were effective? Please be specific.
- How would others rate your ability to organize things and to operate with focus and efficiency? Please provide examples when explaining your answer.
- Please describe a time when you were asked to give a presentation to a group. Explain the steps that you took to prepare for and deliver the presentation.
- Which work situation do you prefer: One in which you must follow set procedures and work in a systematic way or one in which there are few procedures and policies and the environment is unstructured? Explain your choice.

### **INTERPRET INTERVIEW RESPONSES**

#### **Negative Examples:**

- Describes an unsystematic or confusing approach to work.
- Places little emphasis or value on methodical tactics and indicates a preference for completing projects off-the-cuff.
- Fails to describe structure and organization as major strengths; gives no examples of successfully applying a structured work style.
- Describes situations in which he/she failed to follow procedures or strict guidelines.

#### **Positive Examples:**

- Provides examples of operational consistency and predictability.
- Describes ability to stay focused on administrative detail and processes.
- Notes minimizing mistakes because the consequences of error are unacceptable and too costly.
- Provides examples of establishing order or completing tasks in a systematic manner.



### **NOTES:**



## *Interview Suggestions for Exploring Independent Behavior*

### **INDEPENDENT BEHAVIOR**

Operates in a self-sufficient manner with a high degree of freedom and autonomy



This work style has been identified as critical for success in your organization.

**Candidate's Level:** High

### **INVESTIGATE KEY ISSUES**

Will this individual be able to act self-sufficiently? Will this person be able to perform in roles that require autonomy or provide limited resources? Will the candidate be able to support a valid but controversial perspective? Will this person be able to explore the boundaries of his/her role or grow within a position?



### **FOCUS THE INTERVIEW**

- Do you prefer a job that requires you to work alone and chart your own course, or one in which you can work with others and be part of a team effort? Please explain.
- Describe a situation in which you had to take personal responsibility for an important project. What was the outcome?
- Tell me about a time when you had to show conviction and courage in supporting an unpopular opinion. Please be specific in describing how you addressed the situation.
- Have you ever received feedback that independence was either a strength or weakness for you? Please give some specific examples. How have you worked to address any weaknesses in this area?

### **INTERPRET INTERVIEW RESPONSES**

#### **Negative Examples:**

- Provides examples that reveal unnecessary dependency on other resources or a reluctance to take responsibility for outcomes.
- Expresses a willingness to accept the authority of others without reasonable evaluation.
- Describes conforming behavior and agreement at all costs.
- Reveals a desire to follow the crowd and expresses discomfort operating independently.

#### **Positive Examples:**

- Expresses self-sufficiency and acceptance of personal responsibility.
- Demonstrates the ability to maintain one's position in the face of dissent.
- Gives examples of independent decision making.
- Describes progress or project completion with little dependence on others.



### **NOTES:**



## Interview Suggestions for Exploring Decisive Behavior

### DECISIVE BEHAVIOR

Demonstrates a sense of urgency and responds quickly to issues



This work style has been identified as critical for success in your organization.

**Candidate's Level:** *Very High*

### INVESTIGATE KEY ISSUES

Will this individual make decisions in a timely fashion and respond to pressing needs, problems, or opportunities with urgency? Will this person willingly set a direction for others so that things move forward with appropriate speed? Will this candidate consider commonsense, immediate solutions in favor of those that are more elegant but impractical?



### FOCUS THE INTERVIEW

- Describe the manager for whom you have worked who was best at making decisions. How is your approach similar or dissimilar? Be specific in your response.
- Describe a situation in which you took charge of a group by making a timely decision and setting a direction. Please be specific.
- How do you go about making an important decision? Please give a recent example.
- Describe a situation in which you had to respond immediately to a request, opportunity, or emergency. Please detail your actions and describe the outcome.

### INTERPRET INTERVIEW RESPONSES

#### Negative Examples:

- Describes a strong orientation toward process instead of results and a desire for a lot of information before making a decision.
- Reveals a reluctance to accept personal accountability or to make decisions.
- Fails to express a strong sense of urgency regarding the need to resolve issues decisively.
- Expresses discomfort with risk or indicates that he/she is unwilling to move ahead of the crowd.

#### Positive Examples:

- Describes moving projects forward and achieving results.
- Discusses cases when he/she moved quickly to address and ultimately resolve a problematic issue.
- Describes acting with a sense of urgency to achieve immediate tasks and goals.
- Responds rapidly to ambiguity, crisis, or opportunity.



### NOTES:



## *Interview Suggestions for Exploring Tough-Minded Behavior*

### **TOUGH-MINDED BEHAVIOR**

Demonstrates resilience in the face of criticism and does not take negative feedback personally

**Candidate's Level:** *Very Low*

### **INVESTIGATE KEY ISSUES**

Will this individual readily recover from short-term setbacks? Will this person be willing to take controversial stances and make unpopular decisions? Will the candidate project a strong image as a result of appropriately dealing with criticism or rejection?

### **FOCUS THE INTERVIEW**

- Describe a situation in which you took an unpopular or controversial position. How did you convey your position to others? What was the outcome?
- Tell me about a time when you had to deal with criticism in the workplace. What was the criticism and how did you react?
- Give me an example of a significant work-related setback you have experienced. How did you deal with it? Please be specific.
- Describe a situation in which you had to deliver a tough message to someone who you knew would not take it well. Please be specific about how the person reacted to your message. How did you manage the situation, and what was the outcome?

### **INTERPRET INTERVIEW RESPONSES**

#### **Negative Examples:**

- Describes being overly sensitive to criticism.
- Reports that he/she takes criticism personally and describes highly emotional reactions to negative remarks.
- Fails to describe a situation in which he/she effectively provided negative feedback to someone or describes having great difficulty giving negative feedback to others.
- Articulates a strong need for support, acceptance, and approval at work.

#### **Positive Examples:**

- Describes situations when he/she effectively managed rejection and setbacks.
- Expresses resiliency in the face of critical appraisal.
- Conveys examples of effectively providing negative feedback and resolving interpersonal conflict.
- Describes taking firm stances even if they are unpopular or controversial.

### **NOTES:**



## ***Candidate Summary***

Fill in this sheet to summarize information you gathered before and during the interview about the candidate's prior experience, knowledge, skills, and work styles as they relate to important job role requirements.

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### **EXPERIENCE, KNOWLEDGE, & SKILLS**

Prior work history related to the current position:

Job-related technical knowledge required in this position:

Work credentials related to this job:

Prior job performance in key areas similar to those associated with this position:

Skills or abilities related to job requirements:

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### **WORK STYLE BEHAVIORS**

Persuasive:

Goal-Oriented:

Sociable:

Organized:

Independent:

Decisive:

Tough-Minded:

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### **OVERALL IMPRESSION**

What impressed you most about this candidate?

What significant concerns do you have about this candidate?



## Candidate Rating

Review your notes on the previous pages, especially the candidate summary. Then, for each area listed, put a checkmark (✓) in **one** of the five columns to the right. Rate the work style behaviors based on what you learned during the interview with the candidate. Use "Comments" to note anything unusual or a step you would like to take next. Complete "Recommendation" after you have reviewed the rating forms on all the candidates you interviewed.

	EXTENT TO WHICH CANDIDATE MEETS ORGANIZATION'S NEEDS				
	VERY SLIGHT	SLIGHT	AVERAGE	ABOVE AVERAGE	GREAT
<b>EXPERIENCE, KNOWLEDGE, &amp; SKILLS</b>					
Prior work history					
Job-related technical knowledge					
Work credentials					
Prior job performance					
Skills or abilities					
Other:					
Other:					
<b>WORK STYLE BEHAVIOR</b>					
Persuasive					
Goal-Oriented					
Sociable					
Organized					
Independent					
Decisive					
Tough-Minded					

**Comments:**

**Recommendation:**