

Interview Tips:

Preparation is critical to the success of an interview. A small investment of time before the meeting will ensure a smooth, comfortable, and productive interview.

Exchange as much relevant information as you can with the candidate. This is an opportunity to learn specific things about them – their strengths, style, preferences and dislikes; you should also be prepared to share information about “Your Company”, and what it takes to be successful there. Here are some additional suggestions for your consideration:

- *Thoroughly read through the candidate’s resume and Job Fit Report, making notes on items of interest to you.*
- *Review this Interview Guide beforehand. Be familiar with its contents, as well as the flow and timing you need to maintain in your questioning. Flag or note things you want to be especially sure to cover.*
- *Be mentally prepared for the interview. Arrive early, so you can get settled. This will help you relax and be focused, so you can be fully present and really listen to the candidate.*
- *Plan to conduct the meeting in a quiet, well-lit area without interruptions or distractions. Call forward your phone; turn off your monitor; arrange the chairs so there are no visual distractions outside the windows, etc.*
- *Arrange the seating so it is open and inviting – ideally not across a desk. Use a round table if possible.*
- *Have a pitcher of water available in the room, as well as a box of Kleenex.*

Suggested Interview Flow:

Welcome the candidate. Introduce yourself, describe your role in organization, and talk a little about the company. Small talk will make them feel at ease. 5-7 minutes

Overview the process: Explain that questions will cover several key areas critical to success on the job, including a review of the resume. In most instances, they will be asked to relate a situation from the past. You will need them to **describe the situation**, tell you **what they did**, and **what the outcome was** – as well as **what they learned**. Inform them you will be taking notes to capture the important points, for future reference. 3-5 minutes

Conduct the interview. Use the questions in this Guide. Be clear in your own mind what information it is that you are looking for. Use probing or follow-on questions to go deeper. 45-60 minutes

Wrap Up. Offer the candidate the opportunity to ask any questions that come to mind for them. Write down those questions and answer them. Thank the candidate for their time; give an overview of the next steps. Tell them when they can expect to hear from you. 5 minutes

This interview is usually conducted face-to-face with the candidate and is generally the most important step of your decision-making process. The objective is to learn as much as you can about the candidate by asking job related questions, to give you as clear a sense as possible of how it would work out if you hired them.

You want to probe skills, knowledge and experience... and you also want to make sure you do a thorough review of their likely fit – with you, with the position they have applied for, with the people they will be spending their time with, and with the organization’s culture and values.

Part I: Notes from your review of Sally Sample’s resume

Education and Credentials

What would you like to check or know more about, as it relates specifically to Sally’s education and credentials?

Note/Item to Probe	Sally’s Answers
Education – review what they have	
What other education/training have you had? How has your education/training prepared you for this job?	

Credentials or special skills – review what they have

What additional training or certificates do you have?
Will they need a valid drivers’ license? Can they get an abstract?

Other pre-requisites for the job – make your list of requirements to check off early in the interview

Can they legally work in the country?
Can they commit to the shift/hours required?
Do they need to be able to travel?
Will they need to provide a police background check?

Work History

Read carefully what Sally says in their resume about each of their last jobs. Make notes before the interview – what patterns do you see? Gaps? What things do you specifically want to probe more deeply?
We have provided some starter questions for you.

Note/Item to Probe	Sally's Answers
Job 1: _____ Tell me about your job there. What specifically were you responsible for? What are you most proud of having accomplished there? What is your biggest disappointment there? What do/did you like most about this job? What do/did you like least about the job? Why do/did you want to leave?	
Job 2: _____ Tell me about your job there. What specifically were you responsible for? What are you most proud of having accomplished there? What is your biggest disappointment there? What do/did you like most about this job? What do/did you like least about the job? Why do/did you want to leave?	
Job 3: _____ Tell me about your job there. What specifically were you responsible for? What are you most proud of having accomplished there? What is your biggest disappointment there? What do/did you like most about this job? What do/did you like least about the job? Why do/did you want to leave?	

Part II: Fit with the Position

Critical Thinking and Reasoning



This section is best described as 'how Sally Sample processes different forms of data and information'. Sally was presented with a series of math and word problems and asked to choose the answer they felt was correct.

It appears that Sally:

- Is generally able to analyze large amounts of data with ease.
- Typically prefers an environment that allows for complex problems to be solved independently.
- Will typically deliver sound decisions based on the analysis of data due to strong numeric and verbal abilities.
- Usually prefers to approach verbal and numerical data independently without the assistance of others.

Core Behavioral Traits

Based on what you have told us about the job, and what we know of Sally based on their answers to the online assessment, we have generated an overall FitScore of 83, which would generally indicate moderate compatibility with the job itself.





Extraversion

Degree to which one requires social interaction and authority.

A Top Performer prefers to work in a group setting in which they have the opportunity to interact with others, but is able to work alone with limited contact for short periods of time. This candidate scores in the ideal range.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How have you handled it when co-workers interacting nearby were interfering with your ability to concentrate while you were trying to work on a task?
- Tell me about a time you had to work on a task for a long period of time by yourself. How did you handle it?
- Tell me about a time you worked in a group and were required to follow group consensus.
- What would you do if you were given a large task and the option to work on it alone and complete it in two weeks, or work with a group and complete it in one week?

Interview Notes:



Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

A Top Performer usually cooperates with others in order to ensure group harmony as long as their goals do not drastically differ from those of the candidate. This candidate shares many of these attributes.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How important is it to you to be able to work on tasks without outside interference?
- Tell me about a time you went against the groups' goals in order to accomplish your own.
- Tell me about a time when internal competition influenced your ability to work in a group.
- Tell me about a time when you competed with a colleague.

Interview Notes:



Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

A Top Performer usually develops a thorough plan before beginning a task. This candidate often prefers to go with the flow and tend not to plan their actions too far in advance.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Describe a time when your spontaneous nature to approaching tasks resulted in an unexpected outcome.
- Tell me about a time when you had to complete a task with no procedures or guidelines.
- When has your perfectionism gotten in the way of your performance?
- Tell me about a time when your tendency to strive for precision and accuracy resulted in an adverse outcome.

Interview Notes:



Stability

Degree to which one reacts positively to negative or stressful situations.

A Top Performer is usually objective in their decision making and actions, even in trying circumstances. This candidate naturally acts on instinct in stressful situations, but is capable of logically considering the situation on occasion.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- When something unexpected happens, do you typically react right away or do you consider your response and then react?
- Tell me about a time you reacted to something without censoring your reaction.
- When we are faced with stressful situations we sometimes react negatively. Tell me about a time you reacted negatively in a stressful situation?
- Tell me about a time you made a gut decision during a stressful situation.

Interview Notes:



Openness

Willingness to try new ways of doing things.

A Top Performer usually appreciates being able to try new methods, but is able to accept tried and true methods as well. This candidate usually embraces the opportunity to try new ways of doing things.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time when you made a small change to your workplace routine. Why did you make the change?
- How have you handled it when your supervisor approached you with a new way to perform a task, even though there was nothing wrong with the current method?
- What are your thoughts on trying new methods to complete tasks, even if there is nothing wrong with the current method?
- Tell me about a time when you had to adjust to a new change in the workplace.

Interview Notes:



Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

A Top Performer tends to be passionate about their work and get a lot of enjoyment and pleasure out of it. This candidate shares many of these attributes.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- What motivates you at work?
- Tell me about a time the only reason you did something was for the money.
- Tell me about a time you needed outside encouragement in order to finish something.
- When have you been in a job that you did not feel adequately rewarded your accomplishments?

Interview Notes:



Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

A Top Performer always follows through on their commitments to others to the extent they are in control of a situation, This candidate scores in the ideal range.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time you found yourself in a situation that posed a conflict of interest. What did you do about it?
- What things should never be talked about outside of work?
- When have your high standards of conduct posed a problem at work?
- Tell me about a time you avoided a situation because you felt it had the potential to pose a conflict of interest.

Interview Notes:



Decisiveness

Reflects how confident someone is in accepting the risk of making a decision in a timely fashion using what information is available at the time.

A Top Performer has a periodic uncertainty in their ability to take the appropriate action, which often results in delayed decision-making. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Think of a time when you had to balance a lot of variables to come to a decision. How did you go about making it?
- Tell me about a recent decision you had to think through. What process did you go through to make the decision?
- Tell me about a time you delayed making a decision because you needed more information.
- Tell me about a time that you made a decision but still felt uncertain after making the decision.

Interview Notes:



Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

A Top Performer enjoys taking the lead, working to secure the support of others. This candidate scores in the ideal range.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How have you felt in jobs that required you to solicit the opinions of other people frequently?
- Tell me about a time you did not seek input or ideas of others when completing a project, and perhaps should have.
- Tell me about a time that you were confident in your ideas and attempted to convince others who were resistant.
- How important is it to you to be able to complete tasks on your own without the input of others?

Interview Notes:



Assurance

Tendency to rely on and be confident in the integrity and ability of others.

A Top Performer is capable of delegating tasks to others and believes that they will have the best intentions when completing them. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How have you gone about completing a large project with individuals you just met and did not fully trust yet?
- Tell me about a time you were suspicious of someone until you got to know them better.
- Tell me about a time you trusted someone when others were not as inclined to trust them. Why did you feel they were trustworthy?
- Tell me about a time you trusted someone's abilities or intentions and got burned.
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Interview Notes:



Optimism

Tendency to have a positive attitude regarding people and outcomes.

A Top Performer is usually very accepting of innovation and new methods. This candidate scores in the ideal range.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How do you build trust with people you have to work with for the first time?
- Tell me a last time you questioned the intentions of someone else. Why did you question them?
- How do you maintain a positive outlook, even in challenging situations?
- Tell me about a time you embraced a change in the workplace. Why did you embrace it

Interview Notes:

Section III: Sally's Questions

Ask what questions Sally has. Jot them down here, as well as how you responded:

Section IV: Final Notes

Summarize your thoughts after the interview:

Section V: Decision Time

Advance Sally Sample to the next step (references)?

Yes

No

If yes, what specifically do you want to be asking Sally's references about?

If no, why?