

# **Interview Guide**

Interview #1

# INTERVIEW SCHEDULE

INTERVIEW 1	TIME (MIN.)
Introduction/Background	5
Customer Service Orientation	8
Persuasiveness/Sales Ability	8
Analysis/Problem Assessment	4
Judgment/Problem Solving	4
Work Standards	
Energy	4
Practical Learning	4
Teamwork/Collaboration	
Adaptability	
Motivational Fit	8
<b>Total Time</b>	<b>45</b>

INTERVIEW 2	TIME (MIN.)
Introduction/Background	5
Customer Service Orientation	8
Persuasiveness/Sales Ability	8
Analysis/Problem Assessment	
Judgment/Problem Solving	
Work Standards	4
Energy	
Practical Learning	
Teamwork/Collaboration	4
Adaptability	4
Motivational Fit	8
<b>Total Time</b>	<b>41</b>

Interview Guide

*Interviewer 1*

Target Position \_\_\_\_\_ Date: \_\_\_\_\_

Candidate: \_\_\_\_\_ Interviewer: \_\_\_\_\_

### **Preparation Checklist**

1. Review application materials, including resume (curriculum vitae) and any application forms. Decide which jobs/experiences are most relevant to the target job.
2. Prepare to conduct the Key Background Review.
  - Note any jobs/experience on which you are unclear or would like more information.
  - Note any gaps in employment.
3. Prepare the Planned Behavioural Questions section.
  - Review the dimension definitions and key actions.
  - Modify questions to better fit the candidate's experience.
  - Decide if the order of the questions should be changed; develop additional questions if necessary.
4. Estimate the time needed to cover each section of the Interview Guide.

### **Outline for Opening the Interview**

- Greet the applicant, giving your name and position.
- Explain the interview's purpose:
  1. To acquaint interviewer and applicant.
  2. To learn more about the applicant's background and experience.
  3. To help the applicant understand the position and organization.
- Describe the interview plan:
  1. Briefly review jobs/experience.
  2. Ask questions to get specific information about those jobs/experiences.
  3. Provide information about position and organization.
  4. Answer candidate's questions about the position and organization.
  5. Point out that you both will get information needed to make good decisions.
  6. Indicate that you will be taking notes.
- Explain the essential functions of the job (required in the United States)
- Make the transition to the Key Background Review.

**Key Background Review**

Work Background

Job Experience \_\_\_\_\_ Dates: \_\_\_\_\_

What were/are your major responsibilities/duties? Any change in responsibilities?

What did/do you like best about the position? What did/do you like least?

Why did you (or why are you planning to) leave?

Communication\_\_\_\_\_

**Customer Service Orientation –**

Proactively developing customer relationships by making efforts to listen to and understand the customer (both internal and external); anticipating and providing solutions to customer needs; giving big priority to customer satisfaction

**Key Actions**

- Acknowledge the customer
- Clarify customer’s need
- Meet or exceed the need
- Confirm satisfaction
- Listen and empathize
- Take responsibility for action

**Planned Behavioural Questions**

1. How much internal/external customer interaction have you had in your job with \_\_\_\_\_? (What percent of time do you spend with internal/external customers? Tell me about one of those interactions.)
2. Tell me about the most you’ve ever done to try to satisfy a particular customer?
3. Sooner or later we all have to deal with an internal/external customer who has unreasonable demands. Think of a time when you had to handle an unreasonable request. What did you do?

Situation/Task	Action	Result

Communication \_\_\_\_\_

Customer Service Orientation Rating:

**Persuasiveness/Sales Ability –**

Using appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, service, or product from prospects and clientele.

**Key Actions**

- Determine customer needs and decision criteria
- Select approach appropriate to situation
- Demonstrate how product or service satisfies needs
- Determine nature of objections and respond appropriately
- Acknowledge the customer’s concerns
- Gain commitment to recommended action

**Planned Behavioural Questions**

1. Describe a situation in which you had to use a different approach or perhaps several approaches because your initial approach failed to sell or persuade others.
2. Give me an example of the most unusual sales (persuasion) approach you have ever used. (when did you use it?)
3. Tell me about a time when you convinced a customer the product met his needs. What steps did you take to determine those needs?

Situation/Task	Action	Result

Communication \_\_\_\_\_

Persuasiveness/Sales Ability Rating:

**Analysis/Problem Assessment –**

Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.

**Key Actions**

- Detect existence of problems or opportunities
- Gather all relevant information
- Identify underlying issues or problems
- Organize information
- Recognize trends
- Identify cause and effect relationships

**Planned Behavioural Questions**

1. What sources of information have you used to monitor/uncover problems in your work area? (tell me about a situation in which you used one of those sources.)
2. If we're lucky, we can sometimes identify a small problem and fix it before it becomes a major problem. Can you give me an example of when you were able to identify a small problem before it became a big one?
3. Describe the most difficult troubleshooting challenge you have had at \_\_\_\_\_?

Situation/Task	Action	Result

Communication \_\_\_\_\_

Analysis/Problem Assessment Rating:

**Judgment/Problem Solving –**

Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.

**Key Actions**

- Define decision criteria
- Consider alternatives
- Consider all pertinent facts
- Weigh pros and cons and impact of alternatives
- Inform other when necessary
- Commit to most appropriate action

**Planned Behavioural Questions**

1. Describe a problem you've recently been asked to solve. (What did you do? What alternatives did you consider?)
2. Give me an example of a good decision you made recently. (What were the alternatives you considered? Why was it a good decision?)
3. We all make decisions that turn out to be mistakes. Describe a work decision you have made that you wish you could do over.

Situation/Task	Action	Result

Communication \_\_\_\_\_

Judgment/Problem Solving Rating:

**Energy –**

Consistently maintaining a high activity or productivity level; sustaining long work hours

**Key Actions**

- Maintain a high level of energy throughout the workday
- Maintain a strong pace over time
- Perform mentally or physically taxing work effectively
- Work voluntary overtime without losing effectiveness
- Work entire shift without losing effectiveness

**Planned Behavioural Questions**

1. Tell me about a time when you had to work at a fast pace for a long period of time. (What kind of work did you do? What did you do to maintain that pace?)
2. How many hours of overtime have you worked in the past two months (or other recent period)? (Tell me about a situation that led to the overtime.)
3. Describe a time when your job demanded extensive effort.

Situation/Task	Action	Result

Communication \_\_\_\_\_

Energy Rating:

**Practical Learning –**

Assimilating and applying in timely manner new job-related information that may vary in complexity.

**Key Actions**

- Ask questions to obtain new information
- Read about relevant topics
- Acquire skill by observing others
- Improve skill through practice
- Apply new knowledge or skills quickly

**Planned Behavioural Questions**

1. What was the most difficult task you had to learn on your job at \_\_\_\_\_? (How did you go about learning it?)
2. Tell me about a part of your job at \_\_\_\_\_ that was easier for you to learn than for others to learn? (How did you learn it?)
3. Have you ever had to learn new information about changing products, markets or procedures? (Tell me about one of those situations and how you learned the new information.)

Situation/Task	Action	Result

Communication \_\_\_\_\_

Practical Learning Rating:

**Motivational Fit –**

The extent to which job activities and responsibilities, the organization’s mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.

**Many opportunities for:**

- ACHIEVEMENT**
- DIVERSE PERSPECTIVES**

**Planned Questions**

1. When were you most satisfied/dissatisfied in working to flexible schedules with overtime? What was most satisfying/dissatisfying about that?
2. [Achievement] Tell me about a time when you had a lot of challenge in your work. How satisfied were you with that and why?
3. It is not uncommon to receive numerous rejections when trying to sell products. Give me an example of when you have dealt with numerous rejections.

When Satisfied/Dissatisfied	What was Satisfying/Dissatisfying

Motivational Fit Rating:

## Interview Close

### 1. Additional Information

1. Ask buy-time question: *Why should you be considered for this position?*

### 2. Review notes.

3. Ask for answer to buy-time question.

### 4. Ask any additional questions.

### 2. Simulation (if used)

1. Introduce simulation
  - “Opportunity for you to demonstrate your skills.”
  - Give an overview

2. Conduct simulation

## Interview Close

3. Position/Organization/Location
  1. Provide information on position, organization or location. If you are the last interviewer, check the candidate's understanding of these areas. (Note anything that appears to match or conflict with the applicant's stated motivations and preferences.)
  
  2. Give applicant the opportunity to ask questions. (Note the questions asked here.)
  
4. End the Interview
  1. Explain next steps in selection process
  2. Thank applicant for productive interview.

## Post-Interview Instructions

1. Identify complete STARs throughout the Interview Guide.
2. Categorize STARs into appropriate dimensions.
3. Indicate whether each STAR is effective (+) or ineffective (-)
4. Consider the weight of each STAR according to its recency, impact, and similarity to the target job.
5. Determine and record the rating in the rating box (lower right corner) for each dimension. Use the following system:
  - 5 Much more than acceptable (Significantly exceeds criteria for successful job performance)
  - 4 More than acceptable (Exceeds criteria for successful job performance)
  - 3 Acceptable (Meets criteria for successful job performance)
  - 2 Less than acceptable (Generally does not meet criteria for successful job performance)
  - 1 Much less than acceptable (Significantly below criteria for successful job performance)

### Clarifying Ratings:

N – No opportunity to observe or assess

W – Weak/Want more data (for example, 4W)

TH – Too high

## Post-Interview Instructions

6. Evaluate the applicant's behaviour in the observable dimensions.
  - Review your notes and determine whether the applicant's behaviour in each dimension's key actions was effective (+), neutral (0), or ineffective/absent (-).
  - Place a check mark in the appropriate box for each key action.
  - Use the five-point scale from step 5 to rate the applicant's behaviour in the following dimensions. Write the rating in the box provided.

Communication – Expressing ideas effectively in individual and group situations (including non-verbal communication); adjusting language or terminology to the characteristics and needs of the audience.

### **Key actions**

<b>+</b>	<b>0</b>	<b>-</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Mechanics – appropriate grammar and vocabulary
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organization – clear and brief
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Delivery – rate, volume, gestures, eye contact
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Listening

Communication Rating:

## Dimension Coverage Grid

Customer Service Consultant

Dimensions	Interviewers	
	Interviewer 1	Interviewer 2
Customer Service Orientation	✓	✓
Persuasiveness/Sales Ability	✓	✓
Communication	✓	✓
Analysis/Problem Assessment	✓	
Judgment/Problem Solving	✓	
Work Standards		✓
Energy	✓	
Practical Learning	✓	
Teamwork/Collaboration		✓
Adaptability		✓