

The following structured interview will guide you through a series of behaviorally based questions to help you better evaluate this candidate's ability to display each competency. It also provides additional interview suggestions based on this candidate's personality results. Take notes in the space provided and record your summary rating for each competency area.

For additional, more detailed information on conducting good behavior-based interviews, please visit the ASSESS managers resource website at www.bigby.com/systems/assessv2/resources/manager.

Interview Date: _____

Before the Interview

Review the Competency Model definitions and representative behaviors.

Review the candidate's resume and be familiar with his/her background and experience.

Review the candidate's ASSESS results.

Review the interview questions and additional personality probes.

During the interview, remember to:

- Use open-ended questions
- Ask probing follow-up questions
- Focus on specific examples and behaviors
- Postpone judgment: don't rely on your first impression



BACKGROUND & HISTORY

Start the interview by discussing the details of the candidate's educational and work history.

Walk me through your educational background.

Listen and probe for accomplishments, grades, how he/she chose college/major, classes he/she liked or disliked, involvement in outside activities, work experience during school, etc., and probe for how they relate to the job.

Walk me through your work history.

Listen and probe for milestones, accomplishments, relationships with co-workers and supervisors, tasks he/she liked or disliked, work environments he/she liked or disliked, reasons for leaving each job, etc. and probe for how prior experience has prepared him/her for this job.

NOTES:

Suggested transition to competency-oriented interview questions: "I'm now going to ask you to describe some specific situations from your past experience. For each, tell me about the situation itself, what you did specifically, and the results or outcome of your actions."

Visioning:

- Tell me about a time when you were involved in setting the long-term goals and direction for your group (or division, company). What was your approach? What types of things did you consider?
- Describe a time when you felt it was important for your group (department or company) to change direction and thinking, and you personally championed this change. What did you do? Were you successful? Why or why not?

Additional special probes based on ASSESS results:

- Give me some examples of your most innovative business ideas. (Listen for creativity.)
- Describe a few situations in which you made a quick decision about a change of direction for your group that you later regretted. What were the circumstances? (Listen for a tendency to commit too quickly to an idea or direction.)
- Tell me about a time when you had to quickly implement a new approach or strategy in your group (department, company). How did you manage to do this while maintaining your normal workload? (Listen to see if the candidate had the energy to do both or if one suffered at the expense of the other.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

In-Depth Problem Solving And Analysis:

- Tell me about two complex and difficult work problems you have faced. What were the circumstances? What steps did you take to solve the problems? What analyses did you make? How did you make your final decisions? What were the outcomes of your decisions?

Additional special probes based on ASSESS results:

- Tell me about a complex problem you recently faced in an area in which you did not have prior experience. How did you find a solution? (Listen for an ability to look for new and different approaches rather than simply modifying or using current practices.)
- Describe a situation where you were too quick to draw a conclusion in your problem analysis. What were the circumstances and the result? (Listen for a tendency to find a quick solution.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Championing Change:

- Tell me about two situations in which you took personal responsibility for ensuring that an important change occurred in your organization. What was the issue? What did you do? What was the outcome? What would you do differently next time?

Additional special probes based on ASSESS results:

- Describe the challenges you faced when implementing a change initiative quickly. In what time frame did you accomplish this? (Does the candidate have the energy necessary to successfully champion an initiative?)
- Tell me about a time when you felt it was better to continue with a way of doing something rather than championing a new approach. (Is there a stubborn resistance to trying new things?)
- Tell me about a time when you committed to a change effort but realized afterwards that it was the wrong thing to do. What did you not anticipate? (Listen for a tendency to adopt changes without careful consideration.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)