



## INTERVIEW GUIDE

### Landon McKown

Position: Field Technician  
Company: Eastpoint  
Completed: July 11, 2012  
Requested By: James Wilson



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## Behavioral Interview Guide for Mr. McKown

Making a decision to hire or not to hire a candidate can have long-lasting implications for the organization and candidate. Before making a decision, many factors should be considered including the candidate's work history, experience, references, fit with company culture, and perceived ability to succeed in the job.

This guide explains how to use the information from the Job Fit Report to assist you in making an informed decision about Mr. McKown. In addition to confirming the information provided by the assessment, it will be important to ask additional questions of the candidate regarding experience, background, training, special skills, concerns, etc.

In order to conduct an effective interview, we recommend you do not give a copy of these reports to your candidate during the interview process.

### **STEPS**

#### **1. Review the Job Fit Report for Mr. McKown.**

Before you read further, completely review the Job Fit Report for Mr. McKown.

#### **2. Prepare for the Interview.**

In each section of this guide, there is a suggested script for you to follow in your interview. The general idea is to read key statements to Mr. McKown, get his reaction to the statement, and then ask a number of follow-up questions.

As you ask questions and listen to his stories, you are mentally trying to confirm and validate the assessment, expand what you know, imagine what to expect if Mr. McKown is in the job, compare him to others or to people already in the position, and determine whether or not you wish to move forward with Mr. McKown.

#### **3. Conduct the Interview**

The interview will begin with questions about key areas where Mr. McKown matches the job requirements. This will be followed by questions where Mr. McKown does not match the job requirements.

- Open the interview by building rapport with Mr. McKown for a couple of minutes.
- Tell Mr. McKown you are going to share information from his assessment by reading key statements to him from his Job Fit Report.
- After reading each statement to Mr. McKown, ask him how the statement sounds to him and then get examples to validate his thinking.
- Ask probing questions. The more questions you ask, the more you will know about Mr. McKown. Feel free to edit the questions we have provided, delete them, and add your own.

By conducting a thorough interview and considering all you know about Mr. McKown, you will be in a stronger position to make a decision to hire Mr. McKown or to continue your recruiting process.

## Behavioral Matches

Mr. McKown matches the targets on all of the traits in this section. As you read statements to Mr. McKown and ask follow-up questions, listen for examples that demonstrate the fit between Mr. McKown and the job of Field Technician.

### **Assertiveness**



#### **Ask Mr. McKown**

How does the following statement sound to you?

Mr. McKown prefers to take a conservative and deliberate approach to accomplishing goals. He is not one to be pushy as he prefers to use more cautious, thoughtful, and measured methods to accomplish his objectives. He is able to complete his work independently and without being bound by restrictive rules and procedures.

#### **Probing Suggestions**

- In dealing with others who've worked with you, think about your most effective team member or manager. What would he or she say about how you use your assertiveness to get the job done? What would this person say about situations when you might have used either more or less assertiveness and been more effective?
- Tell me about some situations where you've found it necessary to take action in order to accomplish your objectives. What were the end results?

**Responsiveness****Ask Mr. McKown**

How does the following statement sound to you?

Mr. McKown responds to his environment in a patient and relaxed fashion. He seeks to ensure social harmony and a stable environment. He goes about his activities in a low key way without directly challenging the status quo.

**Probing Suggestions**

- Juggling and controlling many activities can often be a challenge. How have you managed this in the past?
- In prioritizing your own activities, how do you determine what needs to be done quickly and what can wait until a later time? Give me examples of how you have done this before. How did your managers react, both positively and negatively, to the way you balanced your priorities?

**Sociability****Ask Mr. McKown**

How does the following statement sound to you?

Mr. McKown is unassuming and can enjoy responding to people's needs. It is in his nature to be cooperative, patient and steady. He will not want to take the lead, but he will be well-received because of his easygoing, calm and down-to-earth style.

**Probing Suggestions**

- Tell me about jobs in the past where you had to spend much of your time working alone. How satisfied were you with these situations? What would you have changed about them?
- When you have a project to work on that requires long periods of concentration, how do you handle it?

**Social Adaptability****Ask Mr. McKown**

How does the following statement sound to you?

He likes to do what is right on an objective basis. He will consider the legitimate expectations of people, but he is not willing to compromise his values to satisfy wishes and preferences that conflict with his own judgment.

**Probing Suggestions**

- Some companies will go to any length to keep people inside and outside the organization happy. Tell me about situations where you have been urged to do this but felt it was unreasonable or unachievable.
- While pleasing people in the work environment is a worthwhile objective, some people are very difficult, if not impossible, to please. Tell me about situations where you've gone the extra mile to keep someone happy but ultimately decided you could go no further. What was the end result?

## Behavioral Mismatches

Mr. McKown did not match the traits listed in this section. Yellow mismatches are not considered overly significant, but should be explored in the interview. Red mismatches are significant and should be carefully reviewed.

As you read statements to Mr. McKown and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Mr. McKown and the job of Field Technician.

<span style="color: red; font-weight: bold;">-</span> <b>Structure</b> <div style="float: right; border: 1px solid black; width: 150px; height: 15px; background: linear-gradient(to right, white, black, white);"></div>	
<p><b><u>Job Fit Description</u></b></p> <p>The Structure job target is high. People with high Structure tend to be dependent upon guidelines and defined parameters. They do not like to make mistakes, and they prefer clear order, set procedures and rules at work.</p> <p>Mr. McKown has lower Structure. He is much more concerned with overall outcomes than he is about ensuring every detail is correct.</p>	<p><b><u>Considerations</u></b></p> <ul style="list-style-type: none"> <li>- He may want to develop new solutions to problems instead of using tried and true approaches over and over.</li> <li>- He may want to operate outside of set procedures if it helps him reach his objectives.</li> <li>- He may feel that there are too many rules and procedures to follow.</li> </ul>
<p><b><u>Ask Mr. McKown</u></b></p> <p>How does the following statement sound to you?</p> <p>Mr. McKown responds well to some measure of structure and stability in a work setting. He will seek a smooth flow of his daily activities as opposed to rapid priority shifts or short-notice procedural changes. Consistency and daily predictability are important to him.</p> <p><b><u>Probing Suggestions</u></b></p> <ul style="list-style-type: none"> <li>- Some jobs are very structured and have well-defined procedures and guidelines. Others are very loosely structured and you generally have to figure things out on your own. In which situation have you been most successful in the past and why? Tell about some of those jobs.</li> <li>- Tell me about a work situation where the procedures were very well-defined but you thought of a better way to manage the job. How did you handle this? How did others react to your ideas?</li> <li>- Some managers can be sticklers for doing things a certain way. Other managers offer you more freedom to develop your own methods. Think about managers you've worked for that fit into both categories. What did you enjoy about each style, and what did you find challenging?</li> </ul>	

 <b>Intensity</b> 	
<p><b><u>Job Fit Description</u></b></p> <p>The Intensity job target is medium. People with medium Intensity have the flexibility to either react quickly or stop and think when hitting obstacles.</p> <p>Mr. McKown scored somewhat above the Intensity target.</p>	<p><b><u>Considerations</u></b></p> <ul style="list-style-type: none"><li>- He may at times react very quickly to frustration and not get all the facts.</li><li>- Others may at times feel that he is not listening or that he will not compromise.</li></ul>
<p><b><u>Ask Mr. McKown</u></b></p> <p>How does the following statement sound to you?</p> <p>Mr. McKown experiences a strong drive to deal with obstacles at work as they present themselves. Although he may occasionally have a visible reaction, much of his drive will be internal and may be difficult to see from the outside.</p> <p><b><u>Probing Suggestions</u></b></p> <ul style="list-style-type: none"><li>- Think about a time when you were confident you were correct about an issue, but a decision was made that you didn't agree with. What did you do?</li><li>- Tell me how you handle situations where a decision is made that you don't agree with. Tell me about some times this has happened.</li></ul>	

 <b>Optimism</b>	
<p><b><u>Job Fit Description</u></b></p> <p>The Optimism job target is low. People with low Optimism tend to be skeptical of others' claims. They often worry about what might go wrong and what should be done if events don't adhere to plan.</p> <p>Mr. McKown has higher Optimism and will have a strong tendency to positively accept people and situations as they appear.</p>	<p><b><u>Considerations</u></b></p> <ul style="list-style-type: none"><li>- He may not spend any time or energy making plans for what could possibly go wrong.</li><li>- He may ignore signals that things are not going well.</li></ul>
<p><b><u>Ask Mr. McKown</u></b></p> <p>How does the following statement sound to you?</p> <p>Mr. McKown is not outwardly gregarious and does not need constant interaction with others. He maintains a generally positive sense of the future, and likes to see positives in others and situations. He will sometimes maintain this positive sense even when the objective situation does not warrant it.</p> <p><b><u>Probing Suggestions</u></b></p> <ul style="list-style-type: none"><li>- Some people take others at face value, while others always seem to wonder what's really going on with people they meet. How would you describe your take on this? Give me some examples.</li><li>- When approaching difficult situations, how much thought do you give to potential problems that could occur? Give me some examples of times you've anticipated challenges that may or may not have materialized.</li></ul>	