



INTERVIEW GUIDE

Elizabeth Thompson

Position: Service Advisor
Company: Eastpoint
Completed: February 7, 2014
Requested By: James Wilson

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Behavioral Interview Guide for Elizabeth

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 Elizabeth. 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 Elizabeth.

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

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 Elizabeth, get her reaction to the statement, and then ask a number of follow-up questions.

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

3. Conduct the Interview

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

- Open the interview by building rapport with Elizabeth for a couple of minutes.
- Tell Elizabeth you are going to share information from her assessment by reading key statements to her from her Job Fit Report.
- After reading each statement to Elizabeth, ask her how the statement sounds to her and then get examples to validate her thinking.
- Ask probing questions. The more questions you ask, the more you will know about Elizabeth. 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 Elizabeth, you will be in a stronger position to make a decision to hire Elizabeth or to continue your recruiting process.

Behavioral Matches

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

Assertiveness



Ask Elizabeth

How does the following statement sound to you?

Elizabeth can be fairly assertive and decisive in situations that are structured and where rules and regulations are clear. She often prefers to go "by the book" and depends on being correct in order to exercise her authority and meet designated standards.

Probing Suggestions

- Sometimes it makes sense to step back and assess a situation rather than jump in and take action. Tell me about some times where you waited before moving forward. How did this approach work for you and others?
- In dealing with others who've worked with you, think about your most effective team member or manager. What would she 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?

Sociability**Ask Elizabeth**

How does the following statement sound to you?

Elizabeth is analytical and introspective, and she tends to assess people and social situations with a certain degree of reservation. She likes time to gather information and to calculate her social initiatives. She is at her best socially when she is fully aware of the expectations and needs of others and has confidence she can satisfy them.

Probing Suggestions

- Looking at your past work experiences, how much of your success can you attribute to working with familiar people versus having to connect with new and unfamiliar ones? Give me examples of times you've found yourself having to do both of these things.
- Some people need constant interaction with others to stay energized during the day, and others have a need for time alone to work on their own and complete their tasks. Based upon your past work, how have you preferred to spend your days? Give me some examples of your best days versus the ones you found too demanding or draining.

Behavioral Mismatches

Elizabeth 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 Elizabeth and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Elizabeth and the job of Service Advisor.

- Structure <div style="float: right; border: 1px solid black; width: 100px; height: 15px; background: linear-gradient(to right, white, gray, white); position: relative;"> </div>	
<p><u>Job Fit Description</u></p> <p>The Structure job target is medium. People with medium Structure have the ability to pay attention to procedures and guidelines but are also comfortable acting independent of rules.</p> <p>Elizabeth scored somewhat above the Structure target.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none"> - At times she may need to step back and look at the big picture. - She may become anxious if the expectations and/or rules change in a work situation. - She may be overly concerned with details and getting everything right.
<p><u>Ask Elizabeth</u></p> <p>How does the following statement sound to you?</p> <p>Elizabeth's very strong structure orientation can be valuable in the right job. She tends to be steadfast in her efforts to attend to details and accuracy and to conscientiously meet quality control standards. She is not inclined to bend the rules or to take short cuts.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none"> - Many people have become very successful by adhering to pre-set procedures and rules in order to complete their job tasks. Others prefer a more open-ended structure where they can establish their own methods to complete the job, and they are equally successful. Which style do you believe has been more compatible with how you've worked in the past? Why? Give me a few examples. - Some managers are very good at providing guidelines for their people to follow. Others prefer to give their people more flexibility and provide less structure. Which management style has worked best for you in the past? Why? Tell about a time when you worked with a manager who used this style and a time where you worked for someone who managed you differently. - Tell me about a situation where you thought better-defined procedures would have produced more predictable results, but you and/or others were left to figure things out for yourselves. What would you have changed about this situation if you'd been given the opportunity? 	

 Optimism	
<p><u>Job Fit Description</u></p> <p>The Optimism job target is medium. People with medium Optimism show a mix of receptivity and skepticism about people they meet and/or situations in which they may be involved.</p> <p>Elizabeth scored well below the Optimism target. She may have a strong tendency to anticipate things which might not work out as well as expected.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none">- She may not connect with new people very quickly.- Others may see her as not being very friendly.
<p><u>Ask Elizabeth</u></p> <p>How does the following statement sound to you?</p> <p>Elizabeth is not outwardly effusive or gregarious and tends to maintain a healthy skepticism in her approach and outlook. She has the ability to visualize things and anticipate what might go wrong or may not turn out as planned.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none">- Some people seem to feel that everything will probably be OK. Others seem to be constantly looking for what might go wrong. Where do you come out on this? Give me a couple of examples.- 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.	

 Intensity	
<p><u>Job Fit Description</u></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>Elizabeth scored somewhat above the Intensity target.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none">- She may at times react very quickly to frustration and not get all the facts.- Others may at times feel that she is not listening or that she will not compromise.
<p><u>Ask Elizabeth</u></p> <p>How does the following statement sound to you?</p> <p>Elizabeth has a very high level of emotional intensity at work which can spur her to take action. When frustrated or committed to a cause or direction, she responds with a great deal of energy.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none">- All of us have times when we get frustrated with something at work. Some people express their frustration outwardly, and some keep it contained. Which one best describes how you typically react? Give me examples of a couple of situations where this has occurred.- 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?	

▲ Responsiveness 	
<p><u>Job Fit Description</u></p> <p>The Responsiveness job target is medium. People with medium Responsiveness can be expressive and enthusiastic at times, but they can also contain their responses when they feel it is appropriate.</p> <p>Elizabeth has higher Responsiveness. She is much more expressive and excitable.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none">- She may find herself often and unintentionally at the center of attention as a result of her impatience.- If there are slow periods at work, she may find them very difficult to tolerate.
<p><u>Ask Elizabeth</u></p> <p>How does the following statement sound to you?</p> <p>Elizabeth is responsive and quick to react. She has a natural preference for variety and change, and she is often impatient to complete work. She will want to prioritize and organize her tasks in order to be most effective.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none">- What about the times when you wanted to move quickly but had to deal with managers and others who were more patient and deliberate? What were the challenges, and how did you handle them?- As far as you're concerned, what pace of activity makes a job boring, and when have you had to deal with this type of situation?	

 Social Adaptability	
<p><u>Job Fit Description</u></p> <p>The Social Adaptability job target is medium. People with medium Social Adaptability are generally concerned about others' feelings and thoughts and may take these into account when deciding what to do or say.</p> <p>Elizabeth scored somewhat below the Social Adaptability target.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none">- At times she may not pick up on the non-verbal content of a communication.- She may strike others as insensitive or disinterested at times.
<p><u>Ask Elizabeth</u></p> <p>How does the following statement sound to you?</p> <p>She will normally make her own decisions on the basis of solid evidence and objective thinking. She will not make concessions on important issues just to placate or accommodate others.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none">- 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.- There are times when other people will ask us to go beyond what makes sense and is comfortable for us in order to make them happy. Thinking about your work in the past, how have you made decisions regarding whether to either compromise or not compromise to keep someone else happy?	