

## SELECTING THE BEST Interviewing

### *Question Selection*

At this point we have developed a Candidate Profile which now lists each of the selected Competencies within the three categories of Technical, Business and Interpersonal.

Also we've reviewed the candidate Resumes, and perhaps some Test Data, and compiled a short list of those who could be examined in depth. For this step we will use two devices - the Interview and the Reference Checking procedure.

**Our objectives are to define the precise relevance of experience and potential contribution to the demands of the job, and also to convey the requirements, challenges, priorities, demands and rewards of the job in a convincing and realistic way.**

A well considered comprehensive and consistent set of questions is an essential component. All candidates should be asked the same questions, in much the same way, to preserve consistency, thus allowing for a fair and equitable assessment of relevant merit.

The Questioning Process, based on a Behavioral Interviewing model, has a well structured and comprehensive structure. For each of the selected Competencies the process is as follows:-

- 1 Identify the Competency / Topic
- 2 Cross refer to the candidates experience
- 3 Use a Lead-In Question / invitation to open discussion
- 4 Pose specific Behavioral Question(s)
- 5 Follow through with selected Probing Questions
- 6 Use Exit Question(s) to complete the topic

Do not short-circuit the process under any circumstances. To do so, leads to increasing discomfort for the candidate and jeopardizes the integrity of your body of knowledge - and thereby your effective decision.

Comprehensive Menus of Behavioral Questions follow for your consideration.

## Interviewing

### Questioning Process

#### 1 Identify Competency / Topic of interest / relevance

*“This position will make some heavy demands on your abilities to acquire, assimilate and apply new business applications ....*

#### 2 Cross-refer to Resume / previous discussion

*...and I see from your resume / you have mentioned that you’ve worked in this kind of environment before...*

#### 3 Lead In Request general experience / self perception description

*tell me about your experiences in this area generally, and specifically how you’ve been able to be successful in this area*

*would you please outline or describe some of your strengths in mastering new business applications*

#### 4 Specific Behaviors Pose specific Behavioral Questions

*can you tell me about the most recent undertaking you’ve experienced in mastering a new business application?*

*what has been the most difficult experience you’ve faced in applying new products / services to date?*

#### 5 Probing Questions Follow through with selected Probes

*what was/were the precise obstacle(s) you had to overcome?  
how did you manage to overcome this obstacle?*

*what did you need to do differently from previous practice?  
describe the sequenced steps you needed to take.*

#### 6 Exit Questions Inquire about other related matters.

*have you found that this experience has assisted you in other areas / alternative practices? Please explain...*

*how did this experience change the way you handled any subsequent business challenges?*

## Interviewing

### *Question Worksheet*

1 Competency                      Technical / Business / Interpersonal

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2 Cross  
Reference

3 Lead In

4 Specific  
Behaviors

5 Probing  
Questions

6 Exit  
Questions

## Interviewing

### Technical

### DEMO

- |                      |   |
|----------------------|---|
| 1 Competency         | <b>Intellectual Capability</b>  |
| 2 Cross Reference    | Education level achieved<br>Complexity of courses completed<br>Grades achieved / class standing<br>Hobbies and Interests<br>Nature of previous jobs/assignments<br>References   |
| 3 Lead In            | <i>In what ways has your academic effort prepared you for the kind of work you'd like to be doing?<br/>Tell me about the courses you took at school, your favorites in particular, and how you see them contributing to your work success<br/>Do you think your school grades are a good indication of your academic achievement, and what do they suggest about your abilities?</i>  |
| 4 Specific Behaviors | <i>Tell me about one of the most difficult subjects you had to study at school. What made it difficult, and how did you finally succeed?<br/>Describe a really challenging technical problem you've had to solve. Why did you find it a challenge? How did you deal with it specifically?<br/>Give me an example of when you faced a technical problem you could not solve alone or with your immediate resources? How did you overcome it?</i> |
| 5 Probing Questions  | <i>So what exactly were the issues/aspects you had to resolve?<br/>What was it that finally allowed you to break through to understanding?<br/>What precisely was missing in your original appreciation of the problem?<br/>In retrospect, what was it that you had not fully understood?<br/>Where/how did you acquire the information/insight you needed?<br/>What did you learn as a result of this particular experience?</i>               |
| 6 Exit Questions     | <i>Describe how you feel about this subject now, as a result of your experience.<br/>If you were faced with a similar situation/issue in the future, would you handle it differently?<br/>What has been the most satisfying experience you've had in handling problems/challenges of this type?</i>   |

## Interviewing

### *Technical Assessment*

#### - 'general menu' of Behavioral questions

- .. When you were faced with a challenge where you had no directly related experience, and how you handled it.
- .. Where you needed to make an important decision and how you went about it.
- .. When you had to employ an untested / unproven / controversial technology and how you managed it.
- .. Where you discovered the design specifications were in error. What did you do?
- .. Where you were obliged to use an approach that was ineffective / inefficient.
- .. When you needed to research / apply a brand new technology.
- .. Where it was necessary to make a decision between two or more dissimilar options.
- .. When you were called on to provide a "professional" opinion in an unfamiliar area.
- .. Where you had to investigate a technology / application with no clear guidelines.
- .. When you were required to develop a totally new approach to a routine problem.
- .. Where it was necessary for you to produce a large number of different options.
- .. When you were left to decide what the proper priorities ought to be in a situation.
- .. Where you needed to initiate and complete all the supportive planning for a project.
- .. When you were left with the responsibility to organize a project, then to brief others.
- .. Where you were provided only broad, general direction, and had to fill in the detail.
- .. When you had the opportunity to set your own objectives, standards and goals.  
How did you proceed?
- .. Where you were expected to design an application / project from "scratch".  
How did you go about it?
- .. Where you experienced some real challenges in scheduling some work.  
How did you make out?
- .. Where you were able to use a personal network or contact to help solve a problem.
- .. When you were obliged to make an unpopular / unwelcome decision.  
How did you handle it?
- .. Where you needed to be extraordinarily persistent to get the results you wanted.
- .. When it was important for you to impose order and structure on others to be effective.  
How did you achieve that?
- .. Where you had to go more than the distance to bring the project through to completion.
- .. When exceptional precision was required to achieve the final outcome.
- .. Where everything depended on your abilities to sustain a quality focus.

## Interviewing

### **Business**

### **DEMO**

- |                      |  |
|----------------------|--|
| 1 Competency         | <b>Information Management</b>  |
| 2 Cross Reference    | Education level achieved<br>Complexity of courses completed<br>Complexity of previous assignments<br>Scope/breadth of academic achievements<br>Hobbies and Interests<br>Evidence of pre-panning / preparation<br>References  |
| 3 Lead In            | <i>Tell me about some of the ways you keep on top of information/in touch with what's going on around you and your job.<br/>How have you managed to keep proper perspectives / priorities in the face of rapid change or increasing complexity?<br/>What do you do to stay abreast of things when the pressure's on?<br/>What has worked for you in the past, and why?</i> |
| 4 Specific Behaviors | <i>Give me an example of an occasion when you had to make an important decision. How did you go about it?<br/>Describe a time when you had to handle multiple assignments/responsibilities and how you handled it.<br/>Tell me about the most recent / important example of your needing to sort out a very confused situation. How did you go about it?</i>               |
| 5 Probing Questions  | <i>How exactly were you able to organize the information?<br/>What indicated to you that some data were more important/critical?<br/>What techniques did you use to identify the critical issues/ideas?<br/>How did you discover what was needed/missing/in error?<br/>What told you that you were on the right track to success?</i>                                      |
| 6 Exit Questions     | <i>In summary, what is your preferred strategy for managing complex information or data?<br/>How have your methods changed over time as a result of all your experiences?<br/>What then are the vital lessons you'd want to pass on to others, from all that you've learned</i>  |

## Interviewing

### *Business Assessment*

#### - general menu of Behavioral questions

- .. When you needed to make a critical decision without adequate information / guidelines.
- .. Where you had to handle multiple/conflicting responsibilities. How did you proceed?
- .. When you had to work under conditions of extreme stress/frustration.
- .. Where you needed a totally new/innovative solution to a familiar problem.
- .. Where the ability to get results depended largely on an accurate financial appreciation.
- .. Where you needed to analyze finance/operations/markets effectively to achieve success.
- .. Where your abilities to analyze/assess other people was instrumental in your success.
- .. Where you were successful because of your ability to properly define the issue/problem.
- .. When you needed to formulate & implement a precise strategy to achieve your goals.
- .. Where effective, efficient goals/standards setting was key to the success of the project.
- .. When everything was dependent/contingent on establishing the right priorities.
- .. Where resources required were in serious short supply, but success was imperative.
- .. Where you were required to set and enforce some critical standards for success
- .. When your abilities to prepare/manage an exacting budget were important requirements.
- .. Where you achieved your desired results through delegation to other people.
- .. When you had an opportunity to set up and work with a team/group/task force.  
How did you go about this?
- .. Where you were give the chance to lead/direct/employ a team of specialists/experts.
- .. When you used a series of regular/periodic meetings to improve/secure results.
- .. Where you were able to coach or tutor someone, and what was the outcome/
- .. When you had an opportunity to teach or instruct one or more people.  
How did you measure your success?
- .. Where you were able to use different problem solving techniques to advantage.
- .. Where your ability to solve a problem was central to achieving success.
- .. When you clearly demonstrated your capacity for making effective decisions.
- .. Where you've had to operate in a real crisis, and yet achieve your objectives.
- .. Where you've used comprehensive documentation processes to advantage.
- .. Where you've been responsible for saving/enhancing the Company's reputation.
- .. When your ability to be diplomatic in the face of conflict has saved the day.
- .. Where you have been recognized for your business leadership/management skills.
- .. Where others have appreciated your grasp/understanding of business concepts/issues.

## Interviewing

### *Interpersonal*

### **DEMO**

- |                      |   |
|----------------------|---|
| 1 Competency         | <b>Energy Level</b>   |
| 2 Cross Reference    | <i>Nature and number of activities/interest<br/>Type and depth of involvement with others<br/>Nature of previously selected jobs<br/>Range and type of personal interest / activities<br/>Extent and depth of responses to opportunities<br/>Grooming and body posture<br/>Intensity of interaction/focus/concentration</i>   |
| 3 Lead In            | <i>What kinds of things do you do to stay in shape / recharge your batteries / provide for stress relief on a regular basis?<br/>Describe how you typically spend a weekend / your vacation time so that you can revitalize yourself?<br/>Outline for me how you keep your life in balance, the kinds of things you do to ensure you don't become "jaded".</i>  |
| 4 Specific Behaviors | <i>Give me an example of a situation where you had to perform at an exceptional level for a long period. How did you manage it?<br/>Describe a recent project where you've needed to invest much more time and effort than normal/expected. How were you able to be successful?<br/>Explain how you've coped with colleagues/associates who have not responded to the sense of urgency you've or precision you've considered necessary?</i> |
| 5 Probing Questions  | <i>How have you been able to sustain your drive?<br/>What gives you an edge over others in this respect?<br/>Why is it you are able to outperform/outlast others?<br/>Where do you find the energy/drive that you need?<br/>How is it you can keep up the pressure/respond to demand?<br/>What is it that makes you different from others in this respect?</i>  |
| 6 Exit Questions     | <i>To what extent does a balanced / active life contribute to your general satisfaction /success/well being in life?<br/>Do you now feel you have it all together, to the point that you'll be able to cope with any reasonable challenge?<br/>What advice would you want to give others on the importance of focusing energies/ improving vital capacity?</i>  |

## ***Interviewing***

### ***Interpersonal Assessment***

- general menu of Behavioral questions

- .. An example of something you did that helped build enthusiasm in others.
- .. A difficult situation where it was desirable for you to keep a positive attitude.
- .. The last time you had to deal with a difficult person and what the outcome was.
- .. When you had to persuade someone significant to accept/reject an idea or proposal.
- .. When someone on your team wasn't pulling his/her weight, and what you did to handle it.
- .. When you had to teach/instruct someone on a new skill, and how you went about it.
- .. Where you needed to help someone gain/restore confidence in him/herself.
- .. Where you were faced with a substantial opportunity that you knew wasn't right for you.
- .. When you needed to review/reassess all or some of your personal values/principles.
- .. Where you were required to contribute all/most of the energy/, momentum for others.
- .. When you were left demoralized /drained/disappointed.  
How did you regain your energy/focus?
- .. Where it was imperative to listen/understand/appreciate the viewpoint of another.
- .. When your success was entirely dependent on your ability to "make your case" to others.
- .. Where you needed to draw out the different perspectives of others to achieve a result.
- .. Where you were able to build a successful solution by harnessing the ideas of others
- .. When you had to negotiate a difficult outcome from among widely different interests.
- .. When you used your abilities to counsel/advise someone in a productive way.
- .. Where your skill in reading someone's **real** intentions helped you to accomplish your aim.
- .. When you were truly persuasive and thereby achieved success. How did you do it?
- .. Where you encouraged others to contribute/participate in a project, with good results.
- .. Where you used constructive teamwork to do something that was a significant challenge.
- .. Where you built/rebuilt a substantial relationship which has had lasting benefit.
- .. When you needed to secure the cooperation of others in difficult circumstances.
- .. When networks or business/personal contacts have assisted you to be successful.
- .. Where you've provided exceptional service to another (group) to good advantage.
- .. When your personal drive or desire has had a marked impact on the results achieved.
- .. When you've needed to adapt to an unexpected change, and then succeeded.
- .. Where you had to perform under some extremely stressful/frustrating conditions.
- .. Where you've achieved an outstanding result through collaboration with others.
- .. Where you've needed to resolve some significant conflict to avoid disaster.
- .. Where you've been able to intervene successfully between people/parties in conflict.