**Behavioral Interview**

**Instructions**

This *Interview Guide* is intended for the comprehensive interviews that are part of “COMPANY NAME” for selecting new hires.

“COMPANY NAME” standard for interviewing includes:

* + a minimum of TWO judgments for each candidate on all Success Drivers.
  + a piece of evidence for each Success Driver; and
  + a judgment regarding principal value.

**▷ Preparing for the Interview**

* + Allot sufficient time for the interview.
  + Review the Powers rating scales.
  + Review the candidate's application and background information.
  + Select or develop lead and probing questions based on background information.
  + Note questions and background information on the Gathering Evidence page of this form.

**▷ Conducting the Interview**

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Interview flow

* Opening: Welcome, Introductions, “Small talk”
* Agenda: Explain the purpose and flow of the interview and role of the other interviewers.
* Getting Information (Resume/CV): Probe more deeply into background information.
* Getting Information: Probe each Powers rotating questions among the Power areas.
* Giving Information (Candidate Q&As): Conclude the gathering evidence portion of the interview; ask the candidates if he/she has any questions.
* Next Steps (Closing): Outline the next steps; thank the candidate; escort candidate to next event on schedule.

**▷ Evaluating the Interview**

* Immediately following the interview, review the evidence collected.
* Use the *Rating Scale* to make a rating for each Powers.
* Record the rating and sum ratings within each Power area.
* Sum across all Powers and convert total score a level score.
* Make judgment of Principals Values fit and record evidence on summary page.
* Check results against the guidelines for an offer and provide a hiring recommendation.

**▷ The Decision Meeting**

* The Lead Offering Interviewer convenes the meeting of interviewers.
* Share the conclusion of each interviewer.
* If all interviewers say “Yes,” each interviewer should still share any concerns.
* If all interviewers say “No,” each interviewer quickly summarizes his/her point of view on the candidate, just to clarify/calibrate.
* When there are mixed votes, proceed as follows:
* Each interviewer focuses on demonstrated behaviors in the Powers in question.
* Additional information (e.g., Principal Value Fit, retention issues, etc.) may be discussed at this point in the meeting.
* If at the end no agreement has been made, the final decision is made by direct Manager.

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**Suggested Questions**

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|  | **Thinks and Acts Decisively: Integrates** Knowledge and Thinks Strategically, Analyzes Information and Solves Problems, Uses Judgment, Makes Timely Decisions  **Leverages Mastery:** Applies Mastery, Understands the Business, Understands the Organization, Possesses Professional / Technical Mastery  **Innovates and Reapplies:** Innovates Holistically, Creates, Improves Continually, Reapplies | | |
| **Lead Questions:**  Tell me about a time you had a difficult decision to make. How did you go about it? (*Thinks and Act Decisively)*  Tell me about a time when you had a difficult problem to solve. How did you go about solving it? (*Thinks and Act Decisively)*  Tell me about a time when you applied your expertise to accomplish something significant. *(Leverages Mastery)*  Tell me about a time when others used you as a resource because of your expertise. *(Leverages Mastery)*  Tell me about a time when you developed a new approach or offered a new idea that led to the success of a project. *(Innovates and Reapplies)*  Describe a time when you recognized another person’s great idea and helped to move it forward. *(Innovates and Reapplies)* | | | **Probes:**  *Thinks and Acts Decisively*   * What information did you consider and how did you integrate it? * What strategy did you use? * How did you identify the critical issues? * How did you use your experience and expertise to arrive at a decision or judgment?   *Leverages Mastery*   * How did you use your training / technical background / professional background to work through the problem? * How did you use your knowledge of the group or organization to achieve the result?   *Innovates and Reapplies*   * What were some of the “out of the box” ideas you considered? * What did you do better (bigger, faster, smarter, different) than before? |
|  | | **Leads: Envisions**, Engages, Energizes, Enables, Executes  **Builds Diverse, Collaborative Relationships:** Is Inclusive, Collaborates, Partners Externally, Builds Networks, Respects Others  **Grows Capability:** Learns Continually, Anticipates Capability Gaps, Develops Others, Improves Systems | |
| **Lead Questions:**  Tell me about a time when you envisioned a better outcome and energized others to achieve the desired results. *(Leads)*  Tell me about a time when you were able to step into a group, take charge, get support, and bring about excellent results. *(Leads)*  Give me an example of when you had to work with others to accomplish something important. *(Builds Diverse, Collaborative Relationships)*  Tell me about a time when you were able to develop and maintain productive relations with others even though they may have had differing points of view. *(Builds Diverse, Collaborative Relationships)*  Think about the last time you had to teach someone how to do something. Describe the situation. How did you teach them? Which of the things you did was most effective? Least effective? *(Grows Capability)*  Think about a time when you were helping someone who was having difficulty doing a job correctly. Describe the situation. What did you say or do? What effect did this have on the other person’s behavior? *(Grows Capability)* | | | **Probes:**    *Leads*   * What role did you have in setting the direction? * How did you coordinate the work and roles? * What vision did you start with? * How did you engage others in the work?   *Builds Diverse Collaborative Relationships*   * How did you work with others to deliver the results? * How was conflict handled in the group?   *Grows Capability*   * What did you learn from the experience? * How did you apply the learning to other situations? * How did you ensure that others in the group were capable of doing the work? * How did you monitor and recognize capability gaps? |
|  | | **In Touch:** Listens to Understand, Connects, Focuses Externally, Turns Insights into Action, Is Aware, Possesses Self Awareness  **Embraces Change:** Is Open to Change, Initiates Change, Is Flexible / Adaptable, Is Versatile  **Operates with Discipline:** Focuses on Results, Is Accountable, has a Scarcity Mindset, Plans and Follows Through, Focuses on Priorities | | |
| **Lead Questions:**  Give me an example of when your ability to listen well helped you to understand something from a distinct perspective. *(In Touch)*  Tell me about a time when being more aware of what is going on would have helped to solve a problem. *(In Touch)*  Tell me about a time when you had to be more flexible than usual because of a change that was going on around you. Describe the situation. How did you handle the situation? *(Embraces Change)*  Tell me about a time when you recognized that a change in direction or strategy was needed. What did you do? *(Embraces Change)*  Tell me about the time when you approached your work with a mindset of having limited resources. What did you do? *(Operates with Discipline)*    Tell me about a time you had to work quickly to meet the deadline. What did you do to make sure you meet the deadline? *(Operates with Discipline)* | | | **Probes:**    *In Touch*   * What did you do to stay in touch with the situation? * What strengths or limitations did you recognize about yourself in that situation?   *Embraces Change*   * How did your attitude toward change impact the outcome? * How did you manage the change?   *Operates with Discipline*   * What process did you use to get the work done? * How did you set priorities? | |
| **Others Suggested Questions** | | | | |
| **All these questions could be approached with a view to gathering more evidence by example.**   1. Could you briefly tell me about your past experience? 2. Why did you leave your previous employer? 3. What happened with the previous employer? 4. What did you like most and less in your previous experience?      1. What makes you think that you are a suitable candidate for the job?      1. How do you define the job you are applying for? 2. What could you offer to us? 3. What would be your actions during the first 3 months if you had the job?      1. How are you reacting when you discover that you make a mistake?      1. How does your employee perceive you? 2. How does your manager perceive you? 3. What was your worst day and how did you manage it? 4. Could you give me 1 or 2 points of disagreement with your manager?   14. What do you know about “COMPANY NAME”?  **All Technical questions related to the job environment:**  From your point of view what is the situation currently in XXX?  What kind of network can you bring to us?  What are the solutions to this technical problem? | | | **Don’t hesitate to go deeper if you feel conflict.**  And what is related to the job offer?  Is this all?  And in what are we different from your point of view?  And how did you manage it?  Is this all?  Why should I choose you?  How would you communicate it?  Do you think that is the correct way to do it?  Would you have reference to confirm it?  Would you have reference to confirm it?  What would you do if it happened again?  How did you communicate with them?    Mission, Vision, deed of commitment | |
| **And any other questions the hiring manager may have:** | | | | |
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**Rating Scale**

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|  |  | **⑤** | **④** | **③** | **②** | **①** |
|  | **Thinks and Acts Decisively** | Actively seeks information from varied sources and considers the viewpoints of others. Consistently shares expert knowledge with others. Effectively analyzes data and considers all possible information. Has an exceptional ability to connect different pieces of information. Constantly anticipates the future and makes decisions and choices that put the team ahead of the competition. Displays extraordinary analytical skills and strategic thinking abilities. |  | Considers the viewpoints of varied sources. When asked, is able to explain his/her rationale and solutions to others. Considers data analysis to be an effective means of solving problems. You can find important connections between different pieces of information. Is able to anticipate the future and, as a result, make better decisions and choices. Displays good analytical skills. |  | Fails to consider the viewpoints of others. Does not weigh risks before making decisions. Fails to recognize the importance of data analysis as part of problem solving. Rarely makes choices that have a strong impact on the business. |
| **Leverages Mastery** | Consistently applies mastery to achieve outstanding results in a broad range of situations. Use resources appropriately from formal and informal sources within the group or organization. |  | Has basic mastery necessary for the position. Applies knowledge and expertise in necessary situations to achieve goals. Understand that resources are available from formal and informal sources within the group or organization. |  | Lacks basic expertise. Is unable to apply present knowledge to work situations in effective ways. May apply inaccurate knowledge or apply limited knowledge in inappropriate situations. Is not aware of the importance of informal organizational structures. |
| **Innovates and reapplies** | Develops new and innovative solutions to problems; moves beyond accepted ideas and methods to generate better results, and encourages others to do the same; sets an example by avoiding behaviors or judgments that make others uncomfortable to express their ideas or be creative; champions efforts to search out new business opportunities, methods, or ideas in both internal and external arenas, and to reapply great ideas from other situations to current problems; encourages and applies “outside the box” thinking aimed at improving the group’s capability to meet needs and expectations. |  | Develops new and innovative solutions to problems; moves beyond accepted ideas and methods to generate better results; avoids behaviors or judgments that make others uncomfortable to express their ideas or be creative; searches out new opportunities, methods, or ideas; reapplies ideas from other situations to current problems; recognizes “outside the box” thinking aimed at improving the group’s capability to meet customers’ needs and expectations. |  | Uses routine methods of problem-solving or has poor problem-solving skills; does not move beyond accepted ideas and methods; makes others uncomfortable to express their ideas or be creative; fails to search out new business opportunities, methods, or ideas; fails to recognize great ideas from other situations that may be applied to current problems; lacks “outside the box” thinking that may improve the group’s capability to meet customers’ needs and expectations. |
|  | **⑤** | **④** | **③** | **②** | **①** |
| **Leads** | Is able to combine and understand various sources of data to form an integrated vision of the future; successfully facilitates ownership of the vision within his/her work team; includes others in the problem solving process in order to develop the most optimal solutions for all parties; plans for the delegation and allocation of resources in order to support the vision; capitalizes on strengths and thoughtfully and effectively attends to weaknesses in both individuals and their work products; creates, adheres to, and enforces accountability to plans. |  | Creates visions for the future based on various dimensions of information; successfully promotes the vision; develops effective solutions for specific issues; considers the vision when assuming responsibility and using resources; ensures that team member weaknesses do not impede delivery of results; creates realistic and achievable work plans. |  | Tends to rely on others’ foresight and vision; resists engaging others; looks to others to remove barriers to success; recognizes only overt opportunities. |
| **Builds Diverse, Collaborative Rel.** | Actively takes steps to include others in work activities; seeks input, ideas, and suggestions from others; values diverse viewpoints; values teamwork and collaboration; pays attention and responds appropriately to the moods and feelings of others; when appropriate, works well across boundaries and geographical distances; leverages diversity in his/her own work and takes steps to implement diversity initiatives. |  | Enjoys working with and successfully interacts with others; will seek input from others when needed; establishes network to accomplish important tasks; is sensitive to the needs and feelings of others; will participate in diversity initiatives in his/her work area. Recognizes the importance of diversity. |  | Provides limited examples of collaboration with others; is limited in his/her ability to work effectively as part of a group or team; does not have a strong history of building strong working relationships with others; does not embrace diversity; has not demonstrated the ability to work across inter-departmental or geographic boundaries. |
| **Grows Capability** | Encourage others to pursue learning as a key ingredient for current and future success. Leads by example in actively pursuing a program of personal growth and development. Acts as a champion for the performance dimensions associated with growing the group’s capability (e.g., learning continually, developing others, anticipating future development needs) and incorporates them into personal development efforts. Avoids capability building efforts that are not relevant, too costly, or that create false expectations. |  | Learning from the standpoint that it is a key ingredient for current and future success. Takes responsibility for personal growth development. Advocates for performance dimensions associated with growing the group’s capability (e.g., learning continually, developing others, anticipating future development needs) and incorporates them into personal development efforts. Avoids capability building efforts that are not relevant, too costly, or that create false expectations. |  | Fails to recognize the importance of learning as a key ingredient for current and future success. Does not take responsibility for personal growth. Fails to recognize the performance dimensions associated with growing the group’s capability (e.g., learning continually, developing others, anticipating future development needs) and does not incorporate them into development efforts. Capability building efforts are often not relevant, too costly, or create false expectations. |
|  | **⑤** | **④** | **③** | **②** | **①** |
| **In Touch** | Shows a keen understanding of the environment around them. Makes a considerable effort to listen to and understand other’s needs, concerns, and motivations. Shows an awareness of his/her own limitations as well as his/her strengths relative to peers. Possesses the unique ability to take information from diverse sources and use it to achieve success. Identify resources that can provide crucial information and data. Stays current with the latest trends but knows when they aren’t feasible. |  | Stays connected to what is happening around them. Uses good people skills to listen to and learn about other’s needs. Stays up-to-date with current issues. Pay attention to his/her limitations and is comfortable when others know more. |  | Is internal focused being more interested in self and issues directly impact self and less concerned with surrounding events. Lacks interest in staying updated on trends. Lacks an awareness of his/her strengths and limitations. Fails to turn insights into action. |
| **Embraces Change** | Regards change as exciting and important for sustained success. Seems to relish the opportunity to be a part of change initiatives. Shows flexibility and versatility when facing new demands and changes. Understands the way changes affect the work environment and takes actions to make change successful. Using change as an opportunity to learn or improve skills. Understands that there is a limit to how much change is useful. Possess skills that should make him/her adept at handling change. |  | Takes unexpected demands and change in stride. Understands how to make changes without too much disruption to other work tasks. Respects the importance of being adaptable to changing situations. Seems confident in his/her skills for handling change. Try to put a positive spin on change to colleagues and co-workers. May sometime over-value change as an answer to all problems. |  | It shows an obvious disdain for change. Seems resistant to trying novel approaches to work tasks or following new policies. Indicates a general desire to avoid situations where change is common. Seemingly lacks the personal or business skills necessary to handle change. Speaks about change with enthusiasm, but no real conviction. |
| **Operates with Discipline** | Takes accountability for commitments made. Delivers against commitments in a timely manner. Acts as an owner of the business. Understands that success comes through challenging work towards results. Displays incredible tenacity and determination even when faced with tough obstacles. Thinks through project steps carefully but doesn’t get bogged down in detail. Understands how to achieve high quality results while managing resources effectively. Can prioritize and complete work even with an overwhelming workload. |  | Feels responsible for his/her part of the project. I want to see the project succeed. Displays perseverance in the face of challenging circumstances. Understands how to plan and follow-through on projects to completion. It is aware that resources are often limited. Can turn ideas into action. Will stay focused on important tasks even when being pulled in different directions. |  | Blames others for failures. Tends to place too much focus on ideas and not enough on action. Seems to lack urgency and an awareness of resource limitations. Prefers to let others take the ownership of projects. Doesn’t place importance on planning and follow through. |

**Gathering Evidence**

**Candidate Name: \_\_ \_\_\_\_\_\_\_\_\_**

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| **Thinks and Acts Decisively SOAR**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Leverages Mastery**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Innovates and Reapplies**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1 | **Notes & Evidence:**  **XP pointing to such a role.**  **SITUATION:**  **OBSTACLES:**  **ACTIONS:**  **RESULTS:** |
| **Leads**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Build Diverse, Collaborative Relationships**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Grows Capability**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1 | **Notes & Evidence:** |
| **In Touch**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Embraces Change**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1  **Operates with Discipline**  🞏 5 🞏 4 🞏 3 🞏 2 🞏 1 | **Notes & Evidence:** |
| **Concern about Principal Values?** Based on evidence, this candidate will:   * + act with integrity.   - behave as an owner of the Company.  - respect others and create an environment of collaboration and trust. | **Notes & Evidence: SALARY PRETENTION:**  **DATE TO START** |

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|  | | **Success Behavioral Interview**  Interview Assessment Summary | | | *Confidential* |
| **CANDIDATE NAME:** | | | **FUNCTION INTERVIEWED FOR:** | | |
| **SCHOOL/SOURCE:** | | | *For Local Use:* | | |
| **TYPE OF POSITION:** | 🞏 Full-Time 🞏 Intern  🞏 Co-op 🞏 Part-Time | | **TYPE OF INTERVIEW:** | 🞏 1st Interview | |

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| **RECRUITING QUALITY RATINGS** | | | | | | | | | | | | | | | | | |
|  | |  | |  |  | |  | |  |  | | **Power Sum Score** | | |
| 1. Thinks and Acts Decisively | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |  |
| 2. Leverages Mastery | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 | Sum = | | |  |
| 3. Innovates and reapplies | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |
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| 4. Leads | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |  |
| 5. Builds Diverse, Collaborative Rel. | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 | Sum = | | |  |
| 6. Grows Capability | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |
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| 7. In Touch | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |  |
| 8. Embraces Change | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 | Sum = | | |  |
| 9. Operates with Discipline | | 🞏 5 | | 🞏 4 | 🞏 3 | | 🞏 2 | | 🞏 1 |  | |  |  |
| ***Total Recruiting Quality Score:*** | | | | | | | | | | | |  | | |
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| **Score by level** | | | | | | | | | | | | | | | | | |
|  | | Basic | |  | | | Mid-level role | |  | | | High level role | | | | | |
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| Sum | | < 21 | | 22 – 26 | | | 27 - 30 | | 31 - 35 | | | > 36 | | | | | |
| **10. Do you have concerns about this candidate’s principal values?** 🞏 Yes 🞏 No  *Explain (mandatory if ‘yes’):* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | | | | | | | | | | |

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| **Requirements for 2n Interview Decision:** | **Decision** |
| 1. No concerns about Principal Value fit 2. No ‘1s’ on any Success Driver 3. No more than one ‘2’ within any Power 4. No more than two ‘2s’ overall 5. Each Power Sum Score greater than or equal to 9 6. Must have a score of mid-level or greater. | 🞏 Yes, I would hire this person to work for me.  🞏 No, I would not hire this person. |

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| **INTERVIEWER SUMMARY COMMENTS**: (e.g., overall assessment, achievements, issues with retention, conflict of interest, or language skills) |
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| **Questions standing for 2nd interview:** (e.g. clarifications, questions missing due to lack of time, etc...) |
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**Interviewer Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**Function:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**E-mail:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **INTERVIEWER'S SIGNATURE DATE** |

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