

Interview Tips:

“Preparation” is critical to the success of an interview; if done properly, it is an investment in a smooth, comfortable (for both of you), and productive interview.

Your primary goal is to exchange as much relevant information as you can with the candidate. Your goal is to learn specific things about them – their strengths, style, preferences and dislikes; at the same time, they need to gain a solid understanding of Backyard Brands Sample Site, and what it takes to be successful and add value there. Here are some ‘environmental’ factors to consider:

- *Thoroughly read through the candidate’s resume and Job Fit Report, making notes on items of interest to you, or which you feel warrant a closer look.*
- *Review this Interview Guide beforehand. Be familiar with its contents, as well as the flow and timing you need to maintain in your questioning. Flag or note things you want to be especially sure to cover.*
- Be ready for the interview five minutes early, so you can still your mind and really listen.
- Plan to conduct the meeting in a quiet, well-lit area where you know you will have no interruptions or distractions. Call forward your phone; turn off your monitor; arrange the chairs so there are no visual distractions outside windows, etc.
- Arrange the seating so it is open and inviting – ideally not across a desk. Use a round table if possible.
- Have a pitcher of water available in the room, as well as a box of Kleenex

Suggested Interview Flow:

Welcome the candidate. Introduce yourself, describe your role in organization, and talk a little about the company. Small talk to make them feel at ease. 5-7 minutes

Overview the process: Explain that questions will cover several key areas critical to success on the job, as well as a review of the resume. In most instances, they will be asked to relate a situation from the past. You will need them to **describe the situation**, tell you **what they did**, and **what the outcome was** – as well as **what they learned**. Inform them you will be taking notes to capture the important points, for future reference. 3-5 minutes

Conduct the interview. Use the questions in this Guide. Be clear in your own mind what information it is that you are looking for. Use probing or follow-on questions to go deeper. 45-60 minutes

Wrap Up. Offer the candidate the opportunity to ask any questions that come to mind for them. Write down those questions and answer them. Thank the candidate for their time; give an overview of the next steps. When can they expect to hear from you? 5 minutes

This interview is usually conducted face-to-face with the candidate and is generally the most important component of your decision-making process. The objective is to learn as much as you can about the candidate by asking questions that ‘project’ them into the job, to give you as clear a sense as possible of ‘what it would look like if I hired them’.

You want to probe skills, knowledge and experience... and you also want to make sure you to a deep dive into their likely fit – with you, with the position they have applied for, with the people they will be spending their time with, and with the organization’s culture and values.

Part I: Notes from your review of Sally Sample's resume

Education and Credentials

What would you like to check or know more about, as it relates specifically to Sally's education and credentials?

Note/Item to Probe	Sally's Answers
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Education – review what they have

What other education/training have you had?
How has your education/training prepared you for this job?

Credentials or special skills – review what they have

What additional training or certificates do you have?
Will they need a valid drivers' license? Can they get an abstract?

Other pre-requisites for the job – make your list of requirements to check off early in the interview

Can they legally work in the country?
Can they commit to the shift/hours required?
Do they need to be able to travel?
Will they need to provide a police background check?

Work History

Read carefully what Sally says in their resume about each of their last jobs. Make notes before the interview – what patterns do you see? Gaps? What things do you specifically want to probe more deeply? We have provided some starter questions for you.

Note/Item to Probe**Sally's Answers**

Job 1: _____

Tell me about your job there.
What specifically were you responsible for?
What are you most proud of having accomplished there?
What is your biggest disappointment there?
What do/did you like most about this job?
What do/did you like least about the job?
Why do/did you want to leave?

Job 2: _____

Tell me about your job there.
What specifically were you responsible for?
What are you most proud of having accomplished there?
What is your biggest disappointment there?
What do/did you like most about this job?
What do/did you like least about the job?
Why do/did you want to leave?

Job 3: _____

Tell me about your job there.
What specifically were you responsible for?
What are you most proud of having accomplished there?
What is your biggest disappointment there?
What do/did you like most about this job?
What do/did you like least about the job?
Why do/did you want to leave?

Part II: Fit with the Position

Critical Thinking and Reasoning

This section is best described as 'how Sally Sample processes different forms of data and information'. Sally was presented with a series of math and word problems and asked to choose the answer they felt was correct.

It appears that Sally:

Cognitive questions were not asked as part of this assessment

Core Behavioral Traits

Based on what you have told us about the job, and what we know of Sally based on their answers to the online assessment, we have generated an overall FitScore of 88, which would generally indicate good compatibility with the job itself.



We Recommend you Proceed with Caution

There is evidence of inconsistency in Sally's responses that raises some concern about the overall accuracy of the information in this section of the report.

Many factors can contribute to this such as reading difficulty or fatigue – so please don't discard this information; instead proceed first by exploring what may have caused this result.



Extraversion

Degree to which one requires social interaction and authority.

A Top Performer enjoys interacting with others and holding their attention. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How do you approach projects where you have to work alone, versus one requiring you to work in a group?
- How have you handled it when co-workers interacting nearby were interfering with your ability to concentrate while you were trying to work on a task?
- Tell me about a time you took on a leadership role even though you were not the assigned leader.
- How are you in large social settings, or in situations where you are around a lot of people?

Interview Notes:



Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

A Top Performer tends to get along with people easily. This candidate tends to get along with people easily.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- What kinds of co-workers do you find it hard to get along with?
- How important is it to you to be able to work on tasks without outside interference?
- How have you handled requests for assistance from a co-worker while you were busy on your own task and had a strict deadline?
- When you are assigned a new task, how important is it to you to be able to seek advice and feedback from others prior to approaching the task?

Interview Notes:



Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

A Top Performer will typically prefer working in a structured work environment. This candidate will typically prefer working in a structured work environment.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Describe a time you worked on a project without a structured plan. How did it go?
- Describe a time when your spontaneous nature to approaching tasks resulted in an unexpected outcome.
- Tell me about a time when you had to complete a task while following strict procedures and guidelines.
- When has your perfectionism gotten in the way of your performance?

Interview Notes:



Stability

Degree to which one reacts positively to negative or stressful situations.

A Top Performer is usually objective in their decision making and actions, even in trying circumstances. This candidate is generally able to react positively and make calculated decisions, even in stressful situations.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How do you react to stress?
- When something unexpected happens, do you typically react right away or do you consider your response and then react?
- Tell me about the most stressful situation you have faced at work. How did you handle it?
- How do you assess and defuse stressful situations?

Interview Notes:



Openness

Willingness to try new ways of doing things.

A Top Performer usually embraces the opportunity to try new ways of doing things. This candidate usually appreciates work which gives them the opportunity to be innovative.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Describe a procedure you typically follow at work that other people find pointless.
- Tell me about a time when you made a small change to your workplace routine. Why did you make the change?
- What is the biggest change you had to make in the last year? How did you handle it?
- What are your thoughts on trying new methods to complete tasks, even if there is nothing wrong with the current method?

Interview Notes:

 **Resolve**

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

A Top Performer tends to be passionate about their work and get a lot of enjoyment and pleasure out of it. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Describe to me a time you were driven by money rather than success.
- What motivates you at work?
- Tell me about a time your sense of personal accomplishment and success far outweighed the rewards that came along with it.
- Tell me about a time you were really passionate and proud of the work you did.

Interview Notes:



Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

A Top Performer recognizes that rules and regulations are in place for a reason and tends to follow them very closely. This candidate shares many of these attributes.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How would you feel about bending the rules in order to accomplish a task more quickly?
- Tell me about a time you found yourself in a situation that posed a conflict of interest. What did you do about it?
- Tell me about a time you withheld information from your supervisor.
- When have you temporarily withheld or slightly misrepresented information for personal gain?

Interview Notes:



Level of drive and/or restlessness one exhibits.

A Top Performer generally has a strong desire to devote the majority of their energy to the task at hand. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- What is the most stressful job you have had? What made it stressful for you?
- Tell me about a time when you had to utilize an extreme amount of patience and remain calm while working on a task.
- Tell me about a time when you worked at a high level of energy in order to meet a critical deadline/timeline?
- Tell me about a time when you worked on multiple tasks at once. Did you enjoy it?

Interview Notes:



Gregariousness

Tendency to be outgoing and people-oriented.

A Top Performer is typically most comfortable with assignments that allow social interaction. This candidate is typically most comfortable with assignments that allow social interaction.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- What job has required the most social interaction? What did you like and not like about that?
- How do you feel about social functions?
- Tell me about a time you modified a work task so you could engage in more social interaction.
- Tell me about a time you sought out an activity because it would allow you to initiate relationships with new people.

Interview Notes:



Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

A Top Performer generally thrives on being in a position which allows them to persuade others. This candidate generally thrives on being in a position which allows them to persuade others.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time you were required to gain the approval of others. How did you go about it?
- How have you felt in jobs that required you to solicit the opinions of other people frequently?
- How do you go about maintaining a large network of supportive contacts?
- Tell me about a time you gained the approval of multiple co-workers. How did you do it?

Interview Notes:



Assurance

Tendency to rely on and be confident in the integrity and ability of others.

A Top Performer is capable of delegating tasks to others and believes that they will have the best intentions when completing them. This candidate is capable of delegating tasks to others and believes that they will have the best intentions when completing them.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time you questioned someone's true intentions.
- How have you gone about completing a large project with individuals you just met and did not fully trust yet?
- How closely do you supervise delegated work?
- Tell me about a time you trusted someone when others were not as inclined to trust them. Why did you feel they were trustworthy?

Interview Notes:



Happiness

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy.

A Top Performer often has a positive outlook and foresees a bright future for themselves. This candidate is a close match but is slightly more extreme than the ideal candidate.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time you felt as though you were not capable of accomplishing your goals.
- Describe a time you felt insecure about your future.
- Describe what you do to stay positive on a daily basis.
- How do you deal with situations over which you have little control?

Interview Notes:



Optimism

Tendency to have a positive attitude regarding people and outcomes.

A Top Performer can easily see the good in people. This candidate is usually very accepting of innovation and new methods.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- How have you reacted when a new co-worker was given the lead on a project you were a part of?
- How do you build trust with people you have to work with for the first time?
- Tell me about a time you kept a positive attitude about an unexpected challenge when other people were questioning the feasibility of it.
- How do you maintain a positive outlook, even in challenging situations?

Interview Notes:



Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others.

A Top Performer is generally known for their ability to identify with others and is often moved by others emotions. This candidate often tends to put the feelings of others before their decisions and actions.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Tell me about a time when you placed work ahead of someone's feelings, and in hindsight realized it was the wrong decision.
- Tell me about a time you were not able to identify with someone's emotions or feelings.
- How have you handled it when people at work empathizing with a co-worker risked them getting behind on an important task?
- When have you felt torn between people's feelings and the need to get things done?

Interview Notes:



Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others.

A Top Performer often tend to drive their decisions and actions based on career goals and objectives. This candidate often tend to drive their decisions and actions based on career goals and objectives.

To shed light on how Sally would likely perform on the job, consider asking these questions:

- Where does work fit in the rest of your life?
- Tell me about a time when you were satisfied with your position and not interested in advancement or other opportunities.
- Describe things you do in order to constantly better yourself.
- What have you done in past jobs to demonstrate your desire for a promotion?

Interview Notes:

Section III: Sally's Questions

Ask what questions Sally has. Jot them down here, as well as how you responded:

Section IV: Final Notes

Summarize your thoughts after the interview:

Section V: Decision Time

Advance Sally Sample to the next step (references)?

Yes

No

If yes, what specifically do you want to be asking Sally's references about?

If no, why?