

Interview Guide

Individual Contributor Benchmark

Signature Profile

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Individual Contributor Benchmark

Predictive Competencies:

- Focuses on Measurable Outputs
- Champions Initiatives and Leads Change
- Demonstrates Learning Orientation
- Prioritizes Tasks
- Analyzes and Resolves Customer Problems
- Motivated by Attention to Detail

Applicant Name: _____

Interview Date: _____

Interviewed By: _____

Overall
Comments: _____

Focuses on Measurable Outputs

<p>Question 1: Describe the difference between what you consider to be an average workday and a great workday.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Look for:</p> <ul style="list-style-type: none"> ▪ high level of activity and a full use of time 	
<p>Question 2: What could you do differently (or do more of) to increase the frequency of 'great' days?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Look for:</p> <ul style="list-style-type: none"> ▪ relaxation only after increased output ▪ measures accomplishments in quantitative units ▪ consistency in task completion 	
<p>Question 3: How would you rate yourself on time management? Why?</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Look for:</p> <ul style="list-style-type: none"> ▪ keeps an organized to-do list ▪ persistence ▪ increased output whether tasks are repetitious or varied ▪ pride in the quantity they are able to accomplish within a given timeframe 	

- Excellent | Always matched the points to look for
- Average | Matched some of the points to look for
- Poor | Did not match any of the points to look for

Champions Initiatives and Leads Change

<p>Question 1: Describe a past situation in which you believed the existing approach to achieving a group goal was just not working any longer.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What were your options?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ willingness to explore alternatives without prompting or clear-cut directives ▪ focuses on selective changes that provide real added value; does not seek change for the sake of change 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How effectively do you champion new ideas or directions and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ takes the lead in initiating constructive changes ▪ willingness to stretch beyond what is safe or comfortable to meet expected results ▪ provides the voice and resources to integrate needed changes within their group ▪ willingness to push original or creative thinking when organizational goals are at risk 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Demonstrates Learning Orientation

<p>Question 1: Describe some of the technical complexities of your most recent position.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What steps do you take to develop your expertise?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ formal training opportunities ▪ review of professional publications, newsletters, and other current information in their own and related fields ▪ routine collection and review of key data and information to track progress on important functions 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How would you rate your technical expertise? Why should you be trusted as a technical resource?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ intellectually curious and believes that education never ends ▪ awareness of technical developments in their field and related fields ▪ anticipation of rather than reaction to changing technologies ▪ incorporates professional expertise into projects and new initiatives 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Prioritizes Tasks

<p>Question 1: Tell me about your approach to prioritizing the steps within a project.</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ a needs analysis to determine if all of the steps can be feasibly met 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What techniques do you use to prioritize the steps within a project efficiently?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ prioritization is based on a combination of what steps can feasibly be accomplished ▪ quickly recognizes if the problem is not solvable ▪ makes progress toward project completion and alters solutions when obstacles arise ▪ minimizes emotional involvement that may make it difficult to disengage from approaches that are unlikely to be successful 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How often do you complete project steps on time?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ a solid knowledge of project steps and the current situation ▪ a broad frame of reference to apply their kit of solutions to the project at hand ▪ an understanding of the project's details and the political environment as well as a readiness to take the steps necessary to achieve goals ▪ a match based on hard criteria and not emotions ▪ a focused, goal-oriented attitude that enables them to complete each step within the project 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Analyzes and Resolves Customer Problems

<p>Question 1: Tell me about a particularly challenging problem you've faced.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you address the situation?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ an objective analysis of the problem ▪ taking ownership of the solution ▪ a willingness to look beyond standard procedures ▪ identifying the root of the problem, not just treating symptoms 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: Would your manager or peers describe you as an effective problem solver? Why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ genuine interest in resolving problems ▪ viewing problem resolution as an opportunity to strengthen relationships, not as an inconvenience ▪ a commitment to stay focused until the solution is found ▪ closing the loop to ensure satisfaction; not passing the problem on to someone else 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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Motivated by Attention to Detail

<p>Question 1: Describe the requirements for documenting progress or results in a previous position.</p>	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: What do you think is necessary to successful completion of a task or project?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ attention to detail ▪ avoidance of mistakes ▪ high personal standards around quality ▪ accurate and precise for its own sake ▪ takes pride in depth of expertise acquired for the job 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How easily could someone else follow what you had done and why?</p> <p>Look for:</p> <ul style="list-style-type: none"> ▪ consistency in detail orientation regardless of the task ▪ concrete documentation of details versus relying on memory ▪ organized approach to tracking details 	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

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