

GUIDE TO STRUCTURED INTERVIEWS

Structured interviews measure candidate potential to perform on the job through standardized questions and established, or pre-determined, ways of scoring answers.

WHY USE ESTABLISHED QUESTIONS AND RATINGS?

- **Improve accuracy.** Base hiring decisions on observable, measurable information rather than intuition or 'gut feeling.'
- **Increase fairness.** Standardized questions ensure candidates have equal opportunity to provide information and are judged fairly only on what is relevant to job performance.
- **Ensure consistency.** Assess each candidate on the same criteria with a standardized process across your company; scoring is based on pre-determined benchmarks important to your organization.
- **Confidently compare candidates.** Standard criteria for evaluating candidates makes comparison easier and reduces subjectivity.
- **Measure potential to perform the job and live your culture.** Ask job-related questions that measure competencies and values important to consistently executing your intended customer/stakeholder experience.
- **Balance length with the right questions.** Established questions and scoring give you the most useful information with the least amount of questions to quickly make decisions. The scoring guide in this sample gives you common positive and negative indicators for each question, making it easy for hiring managers to score candidate responses.
- **Provide legal defensibility.** Consistent and documented processes keep managers out of the weeds by using a pre-determined set of legally vetted questions to reduce the risk of litigation.

SAMPLE QUESTIONS AND RATINGS

QUALITY ORIENTATION

1) Tell me about a time when you produced work that was substandard by your own account. How did it make you feel? What did you do?

Follow-up: Can you tell me why quality is important in our business?

Follow-up: Do you believe others notice the little details? If so, can you provide an example?

Quality Orientation: Consistently produces high quality work without the need for rework. Maintains operational standards and monitors the level of quality of all products and services to ensure that standards are met.					
Negative Indicators		Positive Indicators			
<ul style="list-style-type: none"> Takes short cuts May relax standards for quality in certain situations Does not take initiative to address quality issues Approaches others in a disrespectful way when attempting to hold them accountable Ignores quality issues Does not communicate quality issues Feels quality control is someone else's job Communicates poorly Other: 	<ul style="list-style-type: none"> Does whatever it takes to consistently deliver quality work Is proactive about addressing quality issues Respectfully communicates concerns to others pertaining to quality and consistency Communicates quality issues Takes personal pride in creating high quality work Takes responsibility for quality Does not turn head on a standard Other: 				
Notes from Interview:					
RATING:					
Highly Unfavorable 1	Unfavorable 2	Slightly Unfavorable 3	Slightly Favorable 4	Favorable 5	Highly Favorable 6

HOSPITALITY

1) Tell me about a creative way that you have made someone feel special or well cared for. What was the situation? What did you do?

Follow-up: What was the result? How often do you do things like you just described?

2) Tell me about a time when you took on the responsibility of making someone who was new to the company feel welcome. What did you do?

Follow-up: How did you know if you were effective or not? What lessons did you learn?

Hospitality: Actively looks for ways to help others. Makes others feel comfortable and well cared for. Consistently demonstrates a “yes, I will take care of you” attitude.					
Negative Indicators		Positive Indicators			
<ul style="list-style-type: none"> Has difficulty thinking of specific examples of making others feel welcome and cared for Does not express excitement for taking care of others Views taking care of others as the responsibility of others Has a difficult time thinking of ideas where he or she used creativity to make others feel special Views hospitality as something that needs to be done once and then is done Views delivering hospitality to team members as different or less important than delivering hospitality to customers/stakeholders Assumes people feel welcome or comfortable without seeking feedback Communicates poorly Other: 	<ul style="list-style-type: none"> Easily describes examples of making others feel welcome and cared for Demonstrates passion for making others feel special Uses creativity to identify ways to make people feel cared for Continuously looks for ways to take care of others Offers the same level of hospitality to team members as he or she would to a customer or other stakeholder Seeks feedback to make sure others feel welcome and cared for Other: 				
Notes from Interview:					
RATING:					
Highly Unfavorable 1	Unfavorable 2	Slightly Unfavorable 3	Slightly Favorable 4	Favorable 5	Highly Favorable 6

SAMPLE MANAGEMENT INTERVIEW QUESTION

MODELING CULTURAL VALUES

1) Tell me about a time when someone asked you to do something that was inconsistent with your values or the values of the organization. In your response, be sure to discuss the problem or situation, why you needed to take action, what you did, and the outcome.

Follow-up: What would you do differently next time? What lessons do you take from this situation that will help you be a better manager?

2) Tell me about a time when others looked to you to lead and do what was right. What was the situation? In your response, be sure to discuss the situation, why you were viewed as the leader, what you did, and the outcome.

Follow-up: What would have been the consequences if you had not acted as a role model?

Modeling Cultural Values: Acts consistently in accordance with values that are consistent with those of the organization. Models high standards of behavior for others through personal actions and commitment to the organization.					
Negative Indicators			Positive Indicators		
<ul style="list-style-type: none"> Values are not aligned with those of the organization Has trouble articulating values Actions are not consistent with words Values may be seen as too self-serving Behavior may vary too much across situations Does not recognize or reward performance that is aligned with the values of the organization Does not address behaviors that are inconsistent with the values of the organization Communicates poorly Other: 			<ul style="list-style-type: none"> Values are aligned with those of the organization Able to clearly articulate values Actions are consistent with words Adheres to an appropriate and effective set of core values and beliefs during both good and bad times Consistently acts in line with those values Recognizes and rewards behaviors that are aligned with the values of the organization Proactively addresses behaviors that are out of line with the values of the organization Other: 		
Notes from Interview:					
RATING:					
Highly Unfavorable 1	Unfavorable 2	Slightly Unfavorable 3	Slightly Favorable 4	Favorable 5	Highly Favorable 6