



Guide to Structured INTERVIEWS

Introduction

The goal of a structured interview is to create an environment in which every candidate is treated equally. This is done by using standardized questions that are designed to assess the characteristics statistically shown to predict a successful employee.

Guide Content

This guide contains five dimensions that have been statistically shown to be indicators of success for every type of role and employee:

Each dimension is broken out onto its own page which includes sample questions and a rating list to assist in identifying high and low rated responses.





Attention to Detail

QUESTION LIST

- Do you prefer to see a project through from beginning to end, or just do one significant part of it? Why?
- Would you rather formulate a plan or carry it out? Give an example of a plan you have implemented.
- How do you keep track of things that you are responsible for at work? For example, schedules, tasks, ongoing goals, etc. Be specific.
- Describe a way you have improved the organization of a system or task at your last job. What impact did it have?
- Describe a recent job situation that required a great level of precision on your part in order to complete a task. How did you handle it?
- Talk about a time when you made a mistake in a past job. What happened? Were you the one that found it or did someone else? What did you do to make sure it didn't happen again?

RATING LIST

High Rated Responses

- Takes time to plan and prepare before starting something new or different.
- Good with details but also has an eye on the "big picture".
- Has established ways of tracking what needs to be done.
- Very effective in efforts to prioritize what needs to be done.

Low Rated Responses

- Likes detail work but gives weak examples of experience.
- Seldom uses checklists or other methods for following through on tasks.
- Has not made or suggested changes for fixing errors or improving accuracy at work.
- No experience with complex projects.

INTERVIEW NOTES



Behavioral

QUESTION LIST

- What is your definition of success? Follow-up: How are you measuring up? How will you go about achieving it?
- What role do you usually take in a group meeting or discussion? What are the advantages of that? Disadvantages?
- What situations have caused you to become irritated or angry when doing a job? What would you do when that happened?
- Would you rather work in a team or on your own? Explain why.
- Give me an example of a time when you motivated others.

RATING LIST

High Rated Responses

- Eager to work on a team or with others.
- Helps others without being asked.
- Goes above-and-beyond in past jobs.
- Conveys sense of loyalty to past employers; critical but objective.
- Defuses conflict with others.

Low Rated Responses

- Has many complaints about past jobs or bosses.
- Not many examples of helping co-workers beyond what a job called for.
- More “I” than “We” statements.
- In conflict, shuts down instead of engaging with others.

INTERVIEW NOTES



Coachability

QUESTION LIST

- How much information do you need to get started on a new project or assignment?
- What has made you feel excited about coming to work? When have you felt down or unfulfilled by a job?
- Have you ever been held accountable for reaching a goal that you knew wasn't possible to attain? Please, explain what happened.
- Describe which job and which manager got the most out of your potential. What made that situation so productive?
- What have you done to develop yourself professionally over the last year or two?
- If you could go back to when you were first thinking about your career, what advice would you give yourself?

RATING LIST

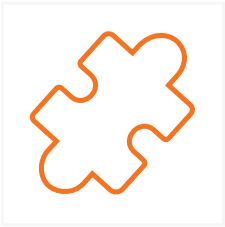
High Rated Responses

- Sets high standards for self and others.
- Gives good examples of recent self-development efforts.
- Has good insight into career and has learned from experiences.
- Comfortable dealing with ambiguity; builds structure where needed.

Low Rated Responses

- Unable to provide examples of areas that need improvement.
- Has done little to develop self in last few years.
- Goals and personal standards are seldom beyond job requirements.
- Prefers direction over autonomy.

INTERVIEW NOTES



Critical Thinking

QUESTION LIST

- Give me an example of a decision you had to make quickly or under pressure. How did you approach it and how did it work out?
- Describe a time when your plans didn't work out. What did you do to recover?
- There are times when it is important to be creative on the job. Tell me about a time when you were able to apply some creative thinking to a tough problem. What happened?
- Tell me about a situation at work when you realized that your own biases were keeping you from seeing things in the correct way. What did you learn from it?
- Tell me about a time when you had competing deadlines at work. What did you do? How did you come to that conclusion?

RATING LIST

High Rated Responses

- Provides examples of working with difficult and challenging problems.
- Considers many alternatives before making a decision and acting.
- Uses creative, outside-the-box thinking when problem-solving.
- Has good insight into own biases.

Low Rated Responses

- Answers to questions lack depth.
- Decisions made were not tough or difficult.
- Examples of creativity were more routine and not very innovative.
- Not much self-insight; takes credit for successes and blames others for failures.

INTERVIEW NOTES



Integrity

QUESTION LIST

- What ethical guidelines did you work under in your last job? Give an example of a time when they had an impact on something you were doing.
- Tell me about a mistake you made in a past job that you regretted. What happened and what did you learn from it?
- In your last job, if you didn't think you could meet an expected deadline, what did you do? Can you give me an example?
- What kind of ethical conflict could you imagine having that would cause you to debate whether or not to quit a job?
- How do you know when others have trust in you at work? Give a couple of examples.
- Tell me about a time when someone questioned your ethics or integrity. What happened? What did you do?

RATING LIST

High Rated Responses

- Gives examples of standing up for what is right.
- Shows a willingness to admit faults or when wrong about something.
- Understands there are ethical gray areas but more than able to explain the choices or decisions that were made.
- Gives praise/credit to coworkers when appropriate.

Low Rated Responses

- Seems unaware of policies and ethical guidelines in past jobs.
- Gives examples of excuses and workarounds rather than addressing the main issues.
- Puts relationships with others above doing the right thing.
- Seldom takes responsibility.

INTERVIEW NOTES