INTERVIEW ARCHITECT® Express

IMPORTANT NOTE FOR USERS OF INTERVIEW ARCHITECT® Express

INTERVIEW ARCHITECT® Express is a human resources tool designed to assist employers with the interviewing process. INTERVIEW ARCHITECT® Express is not intended to constitute legal advice. If legal advice is desired, users of the materials should seek the services of competent legal counsel.

INTERVIEW ARCHITECT® Express assists employers in the selection of the best-qualified internal or external candidates. Employment laws in the country, state, province or locality in which the materials are used may contain prohibitions with regard to certain inquiries during the pre-employment interview process. Lominger Limited, Inc. cannot be responsible for implementation and use of the materials that deviates from these legal requirements. Users of the materials should become familiar with applicable laws restricting the types of inquiries which can be made in pre-employment interviews and use the materials accordingly.
**Candidate:**

**Position:**

**Intervewer:**

**Date of Interview:**

### Boss Relationships (4)

Responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Tell me about a time when you had to present bad news to a person who had authority over you.*
- [ ] Describe a time when a person with authority over you had to coach you on your performance.*

**SITUATION** (Record main points to describe situation.)

### LEARNING PROBES:

<table>
<thead>
<tr>
<th>ACTION</th>
<th>THINKING</th>
<th>OUTCOME</th>
<th>LEARNINGS</th>
<th>APPLICATION</th>
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</thead>
<tbody>
<tr>
<td>How did you approach it? How did you do it? <em>(Listen for specific action steps.)</em></td>
<td>Explain your thinking - why you selected that approach. Why did you choose to do it that way? <em>(Listen for rationale and consideration of alternatives.)</em></td>
<td>What was the result? What was the impact?</td>
<td>What did you take away from that experience? <em>(Listen for principles or rules of thumb.)</em></td>
<td>Describe a time when you used those lessons in different situations.</td>
</tr>
</tbody>
</table>

### IDENTIFY THEMES FROM CANDIDATE’S RESPONSES: (Check all that you are hearing.)

**NEGATIVE THEMES TO WATCH OUT FOR:**
- Avoids contact with boss(es)
- Immature; fights too often rather than choosing battles wisely
- Focuses on own agenda versus organization/boss priorities
- Becomes nervous or tense in presence of authority figures
- Learns little from boss(es)

**POSITIVE THEMES TO LOOK FOR:**
- Keeps boss(es) informed
- Uses varied strategies for dealing with boss issues
- Understands the boss's or person in authority's position and problems
- Focuses on helping boss(es) achieve their goals
- Asks boss(es) for input
- (Overuse) Overdependent on bosses for advice and counsel

### OVERALL COMPETENCY RATING:

Where would you rate this person on this competency?

- [ ] Clearly misses requirements
- [ ] Less than requirements
- [ ] Meets requirements
- [ ] Exceeds requirements
- [ ] Far exceeds requirements
- [ ] Overuses

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Managing Diversity (21)

Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Describe a situation when you worked with individuals from different cultures.*
- [ ] Tell me about a time when you had to manage someone who was older or more experienced than you.

**SITUATION** (Record main points to describe situation.)

**LEARNING PROBES:**

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? *(Listen for principles or rules of thumb.)*

E. APPLICATION Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE’S RESPONSES:** *(Check all that you are hearing.)*

**NEGATIVE THEMES TO WATCH OUT FOR:**
- Gives socially acceptable/rehearsed diversity statements
- Generalizes about groups
- Uncomfortable with people not like him/her
- Highly opinionated and inflexible
- Says inappropriate things related to classes of people

**POSITIVE THEMES TO LOOK FOR:**
- Gets to know people as individuals
- Varied experiences with diverse people
- Genuine interest in both common ground and differences
- Makes insightful remarks about understanding others
- Suspends judgments or opinions about people
- *(Overuse)* Overly zealous champion of diversity; makes excuses

**OVERALL COMPETENCY RATING:** Where would you rate this person on this competency?

- [ ] Clearly misses requirements
- [ ] Less than requirements
- [ ] Meets requirements
- [ ] Exceeds requirements
- [ ] Far exceeds requirements
- [ ] Overuses

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<table>
<thead>
<tr>
<th>Candidate:</th>
<th>Position:</th>
<th>INTERVIEW ARCHITECT® Express</th>
<th>Date of Interview:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Functional/Technical Skills (24)</td>
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<tr>
<td>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</td>
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</table>

**MAIN INTERVIEW QUESTION:** *(Pick one.)*

- [ ] Describe a time when you were challenged beyond your technical capabilities.*
- [ ] Tell me about a time when your functional skills and experience did not match the position you were put in.

**SITUATION** *(Record main points to describe situation.)*

**LEARNING PROBES:**

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? *(Listen for principles or rules of thumb.)*

E. APPLICATION Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE'S RESPONSES:** *(Check all that you are hearing.)*

**NEGATIVE THEMES TO WATCH OUT FOR:**

- Doesn't keep technical/functional skills current
- Low interest in technical/functional excellence
- Lacks practical experience in his/her technical specialty
- Doesn't apply what he/she knows
- Can't communicate to a non-expert

**POSITIVE THEMES TO LOOK FOR:**

- Balance between technical skills and other skills
- Effort to stay current in field
- Excited about technical aspects of work
- Spends time acquiring new knowledge
- Understands application of skills and knowledge; explains expertise clearly
- (Overuse) Lacks patience/tolerance for those less technically skilled

**OVERALL COMPETENCY RATING:** *Where would you rate this person on this competency?*

- [ ] Clearly misses requirements
- [ ] Less than requirements
- [ ] Meets requirements
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- [ ] Overuses

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## Time Management (62)

Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

### MAIN INTERVIEW QUESTION: *(Pick one.)*

- [ ] Describe how you handle interruptions and meetings, and still get time to work on priorities.*
- [ ] Give me an example of what you do with people who are wasting your time.*

**SITUATION** *(Record main points to describe situation.)*

### LEARNING PROBES:

A. **ACTIONS** How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. **THINKING** Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. **OUTCOME** What was the result? What was the impact?

D. **LEARNINGS** What did you take away from that experience? *(Listen for principles or rules of thumb.)*

E. **APPLICATION** Describe a time when you used those lessons in different situations.

### IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: *(Check all that you are hearing.)*

**NEGATIVE THEMES TO WATCH OUT FOR:**
- Underestimates how long things take
- Can’t say no
- Disorganized; works on whatever comes up; distractible
- Poor planner; hurries others
- Only concentrates on one thing at a time

**POSITIVE THEMES TO LOOK FOR:**
- Clear sense of priorities
- Shifts priorities as needed
- Plans ahead
- Systematic, orderly, blocks time for different activities
- Values time and avoids time wasters
- *(Overuse)* Upset when planned schedule is disturbed

### OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

- [ ] Clearly misses requirements
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## Learning Evaluation Form

Use this summary evaluation to assess overall learning orientation at the conclusion of the competency-based interview. Consider all of the candidate's responses to all questions when completing the summary. Items on the right side of the page describe characteristics of more agile learners. Items on the left side of the page are more descriptive of passive, random or non-learners.

(Check all that you are hearing.)

<table>
<thead>
<tr>
<th>Passive / Non-Learners</th>
<th>Active / Agile Learners</th>
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</thead>
<tbody>
<tr>
<td>Takes the path of least resistance</td>
<td>Likes challenges</td>
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<tr>
<td>Closed / internal processor</td>
<td>Open to ideas of others</td>
</tr>
<tr>
<td>General</td>
<td>Specific / detailed</td>
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<tr>
<td>Narrow in interests / sources</td>
<td>Many interests / sources</td>
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<tr>
<td>Avoids risks; waits; prefers staying the same</td>
<td>Accepts personal risks; takes the lead in first time situations</td>
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<tr>
<td>Cautious</td>
<td>Energetic; experimental; high drive</td>
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<tr>
<td>Closed; low interest in feedback</td>
<td>Asks for feedback; seeks improvement</td>
</tr>
<tr>
<td>Focus on &quot;what&quot; answers and solutions</td>
<td>Focus on &quot;why&quot; and how; new approaches</td>
</tr>
<tr>
<td>Planful; follows steps and process</td>
<td>Resourceful; gets it done somehow</td>
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<tr>
<td>Lives in the present</td>
<td>Comfortable projecting into the future</td>
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<tr>
<td>Doesn't spot underlying patterns</td>
<td>Detects essence</td>
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<tr>
<td>Can't explain ideas / concepts well</td>
<td>Makes the complex understandable</td>
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<tr>
<td>Likes his / her personal solutions</td>
<td>Helps others think things through</td>
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</tbody>
</table>

### OVERALL RATING:
Rate the person from 1-5, with 1 being most like the left column, and 5 being most like the right column. (Check only one)

- [ ] 1. Mostly Passive/Non-Learner
- [ ] 2. More Passive/Non-Learner
- [ ] 3. Mixed
- [ ] 4. More Agile Learner
- [ ] 5. Mostly Agile Learner

Comments:
## Candidate Summary Evaluation

1. **Experience, past performance and track record** *(as it relates to doing the job)*

<table>
<thead>
<tr>
<th></th>
<th>Clearly Misses Requirements</th>
<th>Less than Requirements</th>
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2. **Job / Functional / Technical Skills**

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3a. **Competencies I interviewed for** *(include comments about very high, low or overused competencies)*

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3b. **Other characteristics related to job requirements** *(that I learned about during the interview)*

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4. **Learning Agility**

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5. **Organization / Culture Fit**

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</table>
6. How do you rate this person relative to the standard for this position?

- [ ] Well Below the Standard
- [ ] Slightly Below the Standard
- [ ] At the Standard
- [ ] Slightly Above the Standard
- [ ] Well Above the Standard

7. Can this individual grow to reach the standard for this position in a reasonable period of time?

- [ ] 20% Sure
- [ ] 40% Sure
- [ ] 60% Sure
- [ ] 80% Sure
- [ ] 100% Sure