



Sample Interview Guide

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Customer Service

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Interview Guide for Elizabeth

This guide will help you conduct an effective interview with Elizabeth. In addition to confirming the information provided by the assessment, it will be important to ask Elizabeth additional questions regarding experience, background, training, special skills, concerns, etc.

We recommend you do not give a copy of these reports to Elizabeth during the interview process.

Steps

1. Review the Job Fit Report for Elizabeth

Before you read further, completely review the Job Fit Report for Elizabeth.

2. Prepare for the Interview

In each section of this guide, there is a suggested script for you to follow in your interview. The general idea is to read key statements to Elizabeth, get her reaction to the statement, and then ask a number of follow-up questions.

As you ask questions and listen to her stories, you are mentally trying to confirm and validate the assessment, expand what you know, imagine what to expect if Elizabeth is in the job, compare her to others or to people already in the position, and determine whether or not you wish to move forward with Elizabeth.

3. Conduct the Interview

The interview will begin with questions about key areas where Elizabeth matches the job requirements. This will be followed by questions where Elizabeth does not match the job requirements.

- Open the interview by building rapport with Elizabeth for a couple of minutes.
- Tell Elizabeth you are going to share information from her assessment by reading key statements to her from her Job Fit Report.
- After reading each statement to Elizabeth, ask her how the statement sounds to her and then get examples to validate her thinking.
- Ask probing questions. The more questions you ask, the more you will know about Elizabeth. Feel free to edit the questions we have provided, delete them, or add your own.

By conducting a thorough interview and considering all you know about Elizabeth, you will be in a stronger position to make a decision to hire Elizabeth or to continue your recruiting process.

Job Matches

Elizabeth matches the targets on all of the traits in this section. As you read statements to Elizabeth and ask follow-up questions, listen for examples that demonstrate the fit between Elizabeth and the job of Customer Service.

Logical Problem Solving

Lower  Higher

Read the following to Elizabeth

How does the following sound to you?

Elizabeth has a strong ability to solve problems logically. She is able to pull complex issues apart to deal with the components one by one. She likes being able to think through a problem or solution in order to present it carefully and logically to others. She is apt to internalize her thinking and may need encouragement to express her thoughts.

Ask Elizabeth

- Tell me about a time during the last 6-12 months when you faced a particularly complicated issue. What role did you play in solving the problem? How did you go about assessing the issue when you first became aware of it? Walk me through how you investigated the situation and/or gathered your information to determine what was going on? Once you felt like you really had a handle on the issue, what options did you consider for fixing the problem? How did you decide which one(s) to go with? Once the problem was resolved, how did you feel about the end result? How did things go from that point forward?
- Thinking back over the past year, tell me about a particularly complex problem you faced. What level of responsibility did you have for resolving the issue? Walk me through the plan you developed for implementing your solution. How did you involve others in coming up with the plan? How did you determine the timeframe you'd need? What issues did you anticipate up front that might potentially be a challenge? Once you started, what roadblocks did you face? How did you handle those issues? How did you feel about the results?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
 - "Give me an example of how that shows up in your prior experience."
-

Interview Notes from Logical Problem Solving Discussion

Rapid Problem Solving

Lower  Higher

Read the following to Elizabeth

How does the following sound to you?

Elizabeth is able to see the patterns and themes that emerge from disorganized information. She strongly prefers to take a quick and intuitive approach, but will be more thoughtful than action-oriented and may need to be solicited for her solutions.

Ask Elizabeth

- Tell me about a situation where you found yourself being bombarded with one problem after another. Which ones required you to rely on your intuition to come up with a solution? In what areas do you feel most confident using your "gut instinct" to solve problems? How do you determine when a situation needs a "quick fix" or would benefit from a more comprehensive, in-depth solution?
- Tell me about a time you felt like you were putting out fires at work. What kinds of problems were being thrown at you? How long did you have to come up with the solutions? Give me examples of a couple of the solutions you had to develop on the fly. How did you know what to do in these situations? How did you feel during the times when you had to react quickly and think on your feet?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Rapid Problem Solving Discussion

Vocabulary

Lower  Higher

Read the following to Elizabeth

How does the following sound to you?

Elizabeth is inquisitive and bright. She is an avid learner who picks up new concepts easily and quickly. She is interested in a wide variety of topics and she constantly seeks out new ideas. When processing new information she tends to dig deeper into the material to deepen her understanding. She is able to grasp subtlety and nuance in communication, which can positively impact the precision with which she interacts with others.

Ask Elizabeth

- Tell me about a time over the past year when one of your job responsibilities changed and required you to learn how to do something you hadn't done in the past. What was your training like? Was it an organized process or would you consider it more of a "figure it out for myself" situation? Given a choice, in which scenario do you feel you learn most effectively?
- In your current/most recent job, tell me about a situation where you had to learn something new. This could be an existing task you needed to learn to do differently or better, or it could be a completely new skill you had to obtain. What things do you feel you picked up on most quickly? Which ones took you longer to master?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Vocabulary Discussion

Responsiveness



Read the following to Elizabeth

How does the following sound to you?

Elizabeth is controlled and cautious in her reactions. She is not very excitable or demonstrative, and she prefers to remain low key and unobtrusive in her initiatives. She has good tolerance for support roles and for extended periods of concentration on specialized tasks.

Ask Elizabeth

- Juggling and controlling many activities can often be a challenge. How have you managed this in the past?
- In prioritizing your own activities, how do you determine what needs to be done quickly and what can wait until a later time? Give me examples of how you have done this before. How did your managers react, both positively and negatively, to the way you balanced your priorities?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Responsiveness Discussion

Sociability

Task Oriented  People Oriented

Read the following to Elizabeth

How does the following sound to you?

Elizabeth displays an easygoing and affable social style, and she strives to maintain positive and stable relationships. She is not motivated to play a prominent or influential role in group activities. Most often, she prefers to work quietly and independently behind the scenes.

Ask Elizabeth

- Certain jobs require a high level of people contact while others allow you to work more on your own. Which of these situations have you encountered in your past jobs? Which ones did you find most comfortable?
- Some people are commonly referred to as "social animals" because they need constant people contact. Others are very good working on their own handling projects, tasks, and assignments. Given your past work experiences, where do you see yourself as being most comfortable, and where do you see yourself as being most challenged? Give me examples of times you've found yourself in both situations.

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Sociability Discussion

Intensity



Read the following to Elizabeth

How does the following sound to you?

Elizabeth likes to deal directly and actively with work issues and obstacles as they arise. However, she also tends to think about alternative solutions before moving forward.

Ask Elizabeth

- Think about a time when you felt your boss was not making the right decision. How did you deal with the situation?
- Think about a time when you were confident you were correct about an issue, but a decision was made that you didn't agree with. What did you do?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
 - "Give me an example of how that shows up in your prior experience."
-

Interview Notes from Intensity Discussion

Spatial Visualization

Lower  Higher

Read the following to Elizabeth

How does the following sound to you?

Elizabeth can visualize three dimensional structures and complex systems. She can think about problems in which there are multiple variables that are changing. This talent will help her with a variety of tasks, including engineering, technical, mechanical, or structural problems.

Ask Elizabeth

- When it comes to working with systems or models, some people are strongest in the development or creative phase, while others really excel at implementing and fine-tuning the finished procedure. Which part of the process do you feel you are best suited for? Tell me about a situation where you were involved in that type of work. What role did you play?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Spatial Visualization Discussion

Job Mismatches

Elizabeth did not match the traits listed in this section. As you read the statements to Elizabeth and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Elizabeth and the job of Customer Service.

Adaptability

Independent ————— ■ ————— Accommodating

The Adaptability job target is High. People with high Adaptability are very concerned about the feelings of others and will take these into account when deciding what to do or say. Elizabeth scored below the Adaptability target.

- At times she may not be intuitive in sensing the thoughts of others.
- She may strike others as insensitive at times.

Read the following to Elizabeth

How does the following sound to you?

Elizabeth is independent-minded, and she will generally cooperate with others on a practical basis. She has definite ideas and standards of her own, however, which she will not be quick to compromise.

Ask Elizabeth

- Some companies will go to any length to keep people inside and outside the organization happy. Tell me about situations where you have been urged to do this but felt it was unreasonable or unachievable.
- While pleasing people in the work environment is a worthwhile objective, some people are very difficult, if not impossible, to please. Tell me about situations where you've gone the extra mile to keep someone happy but ultimately decided you could go no further. What was the end result?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
 - "Give me an example of how that shows up in your prior experience."
-

Interview Notes from Adaptability Discussion

Structure

Flexible  Likes Rules

The Structure job target is High. People with high Structure tend to be dependent upon guidelines and defined parameters. They do not like to make mistakes, and they prefer clear order, set procedures and rules at work. Elizabeth has lower Structure.

- She may dislike having too many rules and restrictions.
- She may feel that there are too many rules and procedures to follow.
- She may want to develop new solutions to problems instead of using tried and true approaches over and over.

Read the following to Elizabeth

How does the following sound to you?

Elizabeth will function best in a calm work environment. She values privacy and time to reflect on her tasks and implementation issues. She likes to develop her own methods for achieving results rather than depend on procedures designed by others.

Ask Elizabeth

- Some managers prefer to give their employees strict guidelines to follow, while others like to let them operate pretty independently. Which approach do you prefer? Tell me about a time when a manager used a style that worked well for you. What about a time when one used a style you found difficult or challenging?
- Describe past occasions where you were given very few guidelines or procedures to follow in order to accomplish your tasks. How did this work out for you, and how comfortable were you with figuring things out for yourself?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Structure Discussion

Assertiveness

Reserved  Aggressive

The Assertiveness job target is Medium. People with medium Assertiveness can be firm and direct while having the flexibility to get input from others when necessary. Elizabeth scored significantly below the Assertiveness target.

- She may be hesitant in taking action when she needs to push forward for success.
- She may try to think through all possibilities before moving into action.

Read the following to Elizabeth

How does the following sound to you?

Elizabeth is a conservative individual who is able to follow the directions of others. She prefers to commit herself when she is sure of her job position and the end goal. She will take ownership over familiar, routine tasks and work independently in areas of her expertise.

Ask Elizabeth

- How comfortable have you been when others are giving direction and asking you to follow their lead? Describe a situation where this has worked for you.
- How has the ability to assess situations before moving forward been an advantage for you in your past work? Tell me about some of the times you did this. What were the outcomes?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Assertiveness Discussion

Optimism

Skeptical ————— | ————— Optimistic

The Optimism job target is Medium. People with medium Optimism have the flexibility of approaching people and situations in a positive manner while having a sense of skepticism as to what might go wrong. Elizabeth scored well below the Optimism target.

- She may have a very strong tendency to look for what can go wrong with situations.
- Some people may view her as negative or irritable at times.

Read the following to Elizabeth

How does the following sound to you?

Elizabeth tends to maintain a healthy skepticism in her approach and outlook. She has the ability to visualize things and anticipate what might go wrong or may not turn out as planned.

Ask Elizabeth

- When approaching difficult situations, how much thought do you give to potential problems that could occur? Give me some examples of times you've anticipated challenges that may or may not have materialized.
- Some people approach the future with a high degree of optimism while others are more concerned with what might go wrong. How would you describe your perspective? Give me some examples. How do you think your outlook has affected others with whom you've worked?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Optimism Discussion