Interview structure.

Zero Talent Waste.

Interview structure

With an interview structure, you make sure you work in a structured way that makes the division of roles clear, you don't forget your prepared questions, and the atmosphere can be relaxed. A good structure helps you gather and provide you with all relevant information.

The introduction to the interview is solely for the purpose of getting used to each other and putting the candidate at ease. You do this by spending a few minutes on informal topics.

After briefly getting acquainted with the candidate, you provide clarity. The topics covered are:

Role assignment:
• Who you are, what your position is and why you are conducting the interview.

The purpose of the interview:
• To exchange information.

Exploring behavior.
• How the interview fits into the rest of the procedure.

The agenda:
• How long the interview will last.
• What topics will be covered.

Be sure to give the candidate space to respond so that any ambiguities can be cleared up immediately.

The Assessio way to discuss results with a candidate.
In an interview you examine the actual behavior demonstrated in practice. Combined with an assessment, this gives a complete picture of the candidate. With an assessment you map out aptitude for the job: to what extent does the candidate have what it takes to demonstrate the desired behavior in practice?
An assessment maps out aptitude. An interview examines how that aptitude manifests itself in actual behavior.

Always gather all the necessary data. Before you interview the candidate, make sure you have a good overview of the assessment results and any other relevant information.

Example 1
A high (74) score on the competency "Action Initiating" means that this candidate should have little difficulty taking initiatives. However, the candidate may never have been asked to show initiative. If so, there is a lot of aptitude, but little concrete behavior will be able to be shared. This candidate has yet to develop initiative taking, which will come easily because of high aptitude.

Example 2
A low (31) score on the competency "Influence and Inspire" implies that this candidate should have more difficulty influencing and inspiring others. However, it is possible that the candidate has had to influence and inspire a lot during his or her career. In that case there is less talent, but a lot of concrete behavior can be shared. The candidate has thus been able to practice for an entire career and shows the desired behavior. The question is to what extent this learned behavior fits your organization.

Before examining the candidate's actual behavior, it is good to start with the candidate report. This report does not show match scores or grades. It gives a general picture of the candidate's personality and is written neutrally.

Check whether the candidate recognizes himself or herself in the results and may already be able to give examples. This way of discussing the assessments is perceived as less confrontational and also gives the candidate the opportunity to share the assessment experience.

So the candidate report is a "bridge" to the assessment results. Then go to the results in the platform. The overview for the manager gives a good overview of the competency scores. Emphasize that the results from the candidate report are the basis for the competency scores. So less aptitude on the aspect 'conscientiousness' results in a lower score on the competency 'planning'.

It is essential to be well prepared when reviewing these results and not to let the candidate interpret them for himself. Explain that when a low competency score is visible, it is not necessarily negative. This score is not a reflection of the candidate's performance, but an indication of aptitude

Interview Questions
Be sure to prepare a standard set of interview questions for the position that you present to each candidate. This is called structured interviewing and ensures the best results. Of course, you can go into more detail about some competencies with one specific candidate that you highlight less with another. But ultimately, you want to know the same thing about each candidate: do they master the behaviors required for the position?

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The purpose of the interviewer is to examine behavior. With an assessment you map out aptitude for the job: to what extent does the candidate have what it takes to demonstrate the desired behavior in practice? In an interview, you examine actual demonstrated behavior in practice, from the past.

Assessio has compiled interview questions to ask appropriate questions during an interview. The questions are lens-based, with a range of competencies, and thus specifically examine these competencies. The interview questions can be found under "Lens details."

Influencing and Inspiring

How do you rate your ability to express your ideas and opinions to others, from 1-5?

- Describe a recent incident that illustrates your self-rating. What made you effective and less effective in that situation?
- Can you describe a situation when you where more effective than your rating?
- What did you do differently?
- Can you describe a situation when you where less effective than your rating?
- What did you do differently?

◎ **TARGETED BEHAVIORS**
*Presents own ideas with enthusiasm and determination.

Demonstrates integrity

How do you balance your own goals and interests with those of the organization, team or customers?

- Can you share an example of a time when you had to put your own goals on hold to prioritize the needs of the organization or team?
- How do you communicate your own needs and goals while still ensuring that the organization's or team's objectives are met?

◎ **TARGETED BEHAVIORS**
*Adapts to and prioritizes the organization's/team's interests over own goals.

How to use the interview guide

Our interview guide is designed to help you make more informed selection decisions. The guide focuses on a candidate's (predisposition to) competencies, providing valuable insights into past behavior and work experience. This approach allows you to tailor interview questions and identify the most relevant competencies for each candidate, ensuring you hire the best possible candidate for your open positions. Assess the candidate's competency scores to identify specific competency areas that need more or less attention based on the results. This will help you focus on the most relevant competencies.

Familiarize yourself with the competencies and questions in advance and decide which ones you want to use or skip. Inform the candidate prior to the interview that you are going to ask them to describe examples and situations. Also let them know that it is okay to take time to think before responding.

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During the interview, ask questions that give the candidate time to consider answers. Responding to competency-based questions can be challenging, so it is important to give the candidate plenty of time to think. Emphasize that you are looking for examples of how they have demonstrated specific competencies in previous roles. If the candidate is unable to provide examples, even after being given sufficient time to reflect, this may suggest that they have not had the opportunity to demonstrate that competency in a professional setting. As a result, this competency may be less developed. This is especially true if the competency score is lower, but may also occur if the score is high.

The interview guide helps you identify the best candidates for your team by collecting specific examples of their past behavior as a predictor of their future performance.

Tip
Research shows that you remember interviews with the first and last candidates best. If you don't take good notes, the reliability and validity of your assessment of the candidates in the middle of the series may suffer. You don't remember very well how they did.

Options to guard against these mistakes:
- Take notes.
- Substantiate your opinion using actual observations and the answers given.
- Plan realistically, taking time for notes, don't plan too many candidates in one day, and keep enough time for discussion about the observations.
- **Compare each candidate to a standard, rather than to each other.**