Sample Employer Interview Form

Employers have a question and evaluation sheet. Usually there is some agreed upon
definition of a characteristic, skill or experience they are looking for in the candidate.
Below is an example of how employers might ask and evaluate questions.

INTERPERSONAL UNDERSTANDING

Interpersonal Understanding: The desire and ability to accurately hear and understand the
unspoken or partly expressed thoughts, feelings, and concerns of others. This skill at
understanding "where people are coming from" is important in building work relationships,
influencing or persuading others, and working effectively in groups. Includes cultural sensitivity.

Starting Question:
1) Tell me about a time when you found yourself having to "read between the lines."
2) Tell me about a time when you dealt with someone who was upset, but not saying so.

Listen for:
- Candidate uses non-verbal cues, i.e., body language, pitch and tone of voice, etc. to help
  understand other person. (Ask, "How did you know that?")
- Candidate attempts to uncover emotional rationale for other person’s action.

Signals that this competency is lacking or underdeveloped:
- Candidate misunderstands or surprised by other’s feelings or actions
- Candidate shows no explicit awareness of others thoughts or feelings

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ABILITY TO INFLUENCE

Ability to Influence: The ability to move or persuade others to act in a desired way.
Influencing behaviors might include direct persuasion (e.g. appeals to reason, data, others’ self-
interest), adapting presentations to the interest and understanding of the audience, or using
indirect influence strategies. Staff are often required to convince and influence others, often those
they don't have formal authority over.

Starting Questions:
1) Tell me about a time when you wanted to convince someone to do something.
2) Tell me about a time when tried to persuade a person or group to see your point of view.
3) Tell me about a when you had the opportunity to inspire or motivate others.

Listen For:
- Candidate using appeals to reason, data, others’ self interest and concrete examples to
  persuade.

Signals that this competency is lacking or underdeveloped:
Acting according to personal agenda (unrelated to goals of organization) Unable to defend a good
idea if challenged. Failing to adapt presentation to audience.

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COMMUNICATION FOR RESULTS

Communication for Results: The ability to mobilize an organization to achieve results by conveying goals and objectives clearly and in a compelling manner. At the basic level, this competency is about sharing information effectively. More sophisticated Communication for Results involves supporting a strategy in the face of resistance or obstacles.

Starting Questions:
1) Tell me about a time when you had an idea that you thought would help your organization.  
2) Tell me about a time when you developed or helped develop a plan for your organization. Describe what you did to get commitment to the plan and see that it was carried out.

Listen for:
- Candidate freely shares appropriate information, and seems to value doing so.
- Candidate presents information clearly and assertively.
- Candidate is tactfully directive when the situation requires it.

Signal that this competency is lacking or underdeveloped:
- Working only on an individual level and unable to make effective connections with others.

Little evidence 1  some evidence 2  strong evidence 3  Very strong evidence 4

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INFORMATION SEEKING

Information Seeking: An underlying curiosity and desire to know more about things, people or issues. It implies going beyond the questions that are routine or required to perform the job. It may include digging or pressing for exact information; resolving discrepancies by asking a series of questions; or broad environmental scanning for potential opportunities or miscellaneous information that may be of future use.

Starting Questions:
1) Tell me about a problem that came to your attention in the workplace. What did you do?  
2) What type of information has helped you monitor the progress of your direct reports (or team members/co-workers)? Tell me about a system you have used to gather this information.

Listen for:
- Candidate asks direct questions.
- Candidate takes appropriate effort to get reliable sources of information to uncover facts.

Signals that this competency is lacking or underdeveloped:
- Candidate takes action without sufficient information

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ORGANIZATIONAL AWARENESS

Organizational Awareness: The ability to understand and learn organizational relationships and dynamics and use them to achieve objectives. This includes knowing not only the formal organizational structure and "by-the-book" ways of doing things, but also the informal structure - who the "real" decision-makers are and how they can best be approached. This competency can also include an understanding of the organizational culture - what approaches or tactics will tend to work best and what should be avoided.

Starting Question:
1) Tell me about a time when you used your knowledge of your organization’s culture to help you get something done.
2) Tell me about a time you needed to solve a business problem. How did you use the organizational structure to help solve the problem?
3) Tell me about a time when you were instrumental in achieving an organizational change.

Listen for:
- Candidate knows who must be consulted with, advised on or asked for an action/decision to occur.
- Candidate has learned the formal and informal structure of decision making in organization.

Signals that this competency is lacking or underdeveloped:
- Too much reliance on formal structures and systems to get things done.
- Failing to learn or ignoring organizational politics.

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