

Basic Four-Question Interview, Assessment and Evaluation Template



Best Strategies for Life & Business Success

RAW System Hot Tips

Performance Profile Checklist

- 1 Every job has six to eight major things that need to get done (performance objectives) for the new employee to be successful. *Do you have them?*
- 2 Make all objectives SMART - Specific, Measurable, Action Oriented, Result-based, Time Bound, describe Environment. *Are your objectives SMART? Have you captured all the details of your Environment?*
- 3 Ignore job spec. Use macro approach to develop performance objective for each major area of job. *Do you have a Major Deliverable for the Position? Have you built a timeline of objectives?*
- 4 Use micro approach to convert traditional experience/skill spec to performance. Find out what's done with each criterion. *Have you converted all the skills and defined the outcome and end result?*
- 5 Use benchmark approach by finding traits and capability of people now in the job known to be competent. *Have you captured the work habits, attitudes, disciplines, thought process etc. of the best internal performers doing the same job?*
- 6 Prioritize the top 6-8 performance objectives and include on performance-based job description. *Do you have 6-8 objectives clearly defined and agreed by all the decision makers?*
- 7 ANCHOR and VISUALISE each SMARTe objective to determine competency (use the Fact-Finding Worksheet and Process below). Peel the Onion!

Name:
Department:

Date:
Position:

Summary

- 1 Define success, not skills
- 2 Wait 30 minutes – measure first impression at the end of the interview
- 3 Ask tougher questions to those you like, and easy questions to those you don't
- 4 Focus on the candidate's ability to do the work, not get the job
- 5 Use the four core questions to obtain a trend line of performance over time
- 6 Hire on ability to deliver the required results, not skills
- 7 Fact-finding is the key to understanding actual accomplishments
- 8 Understand the results achieved, the process used to achieve the results, and the environment involved
- 9 Get specific examples of everything to reduce generalization and exaggeration
- 10 Interviewing and Evaluation is more about getting good answers, not asking clever questions



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RAW Group, 20th Floor, Al Moosa Tower 1, Sheikh Zayed Road, Dubai, P.O. Box 73256, United Arab Emirates
UAE Office: +971 (0) 4 332 1837 Email: info@regathwal.com UAE Cell: +971 (0) 50 829 4248

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1 Assess Major Individual Accomplishments

What was your most significant accomplishment at (current/prior job)? Or, tell me about something you did or improved at (job) that you're very proud of.

Probe with fact-finding. Do this for at least 2-3 accomplishments over the past 3-10 years. The key is to clearly understand the results achieved, the process used to achieve the results, and the environment in which the results took place.

For each accomplishment obtain an example

- Dates, how long it took?
- Actual bottom line results
- 3-4 biggest challenges faced
- Change and improvements made
- What was the environment like?
- What was most satisfying? Why?
- Biggest hurdle you overcame
- Three examples of initiative
- Examples of tough decisions
- What would you do differently?
- What would others say about you?
- Critical skills used, learned
- How did you grow as a result?

Significant Accomplishments Summary / Ranking:

Notes:



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2a Assess Management Accomplishments

Let's focus on team and management issues and accomplishments. First, could you draw an organization chart for your (current/prior) position. Can you tell me how you built and managed this team? What do you think is your most significant team or management accomplishment?

Work with the candidate to understand all reporting relationships. Repeat this or the team member accomplishment for the last 2-3 positions.

Team management accomplishment.

Obtain or determine:

- Dates, how long it took?
- Why you were chosen?
- How was the team built?
- How team members were selected
- Rank each person's quality
- How were decision made?
- How was conflict was handled?
- Biggest team accomplishment
- The actual results and impact
- What would you do differently?
- Examples of developing people
- Biggest team problem faced and how was it resolved?

Team Accomplishment Summary / Ranking:

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2b Assess Team Member Accomplishments

Let's discuss a big project when you were a member of a team. First, could you draw a chart of all of the team members and then give me a quick overview of the project and your role on the team. Tell me about the team challenges and results achieved?

Work with the candidate to understand all reporting relationships. Repeat this or the team management accomplishment for 2-3 positions. Include internal and external team members and peers.

Team member accomplishment

- Dates, how long it took?
- Why person was chosen
- What was your role?
- Get names and titles of members
- Examples of supporting others
- Describe how you handled your problems – get examples
- Biggest team accomplishment
- Biggest team problem faced and how was it resolved?
- How would others describe you?
- How were you rewarded for your good efforts? (get examples)

Team Accomplishment Summary / Ranking:

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3 Anchor SMARTe Performance Objectives

One of our major performance objectives for this position is (describe). This is a critical high visibility position that will impact the success of (describe important project). Can you please tell me about a major accomplishment you've been involved in that's most similar?

Continue fact-finding until you understand the results achieved, the process used to achieve the results, and the environment in which they took place. Compare this to your needs. Over the course of the interviewing process you'll anchor all of the SMARTe objectives with the final candidate.

Fact-finding for SMARTe Objectives

- Describe the project and challenges
- What results were achieved?
- When? How long? Environment?
- What was the performance to plan?
- What technical skills used, learned
- Get examples of technical decisions
- How could it have been done better
- What would your supervisor say?
- What was most difficult, easiest?
- Why were you chosen?
- What did you like most, least?
- How did you handle deadlines?
- Was it as successful as it could be?
- Biggest mess up and how fixed
- How would you rank overall effort?
- How would you do it differently?
- How could you have been better?

Anchoring Summary / Ranking:

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4 Visualisation Question - Assessing Forward Thinking/Potential

As we discussed one of our key objectives for this job is (describe biggest accomplishment). Some of the challenges we face at ___ are (describe real situation). If you were to get this job how would you go about accomplishing this task? Don't hesitate to ask me for any clarifying information. How would you start? What would you do the first week? The first month?

Conduct a dialogue with the candidate discussing how person would accomplish the top 2-3 SMARTe performance objectives. Allow for questions and good interchange.

For situational questions

- How would you organize this task?
- What resources would you need?
- What would you do first? Why?
- How long to assess, plan, act?
- What if (describe real event)
- How would you involve others?
- How would you get their cooperation?
- Can you give me an example of something you've done that's most similar?
Obtain examples of similar accomplishments to make sure candidate can both tell you how to do it, and has done it.

Visualisation Summary / Ranking:

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