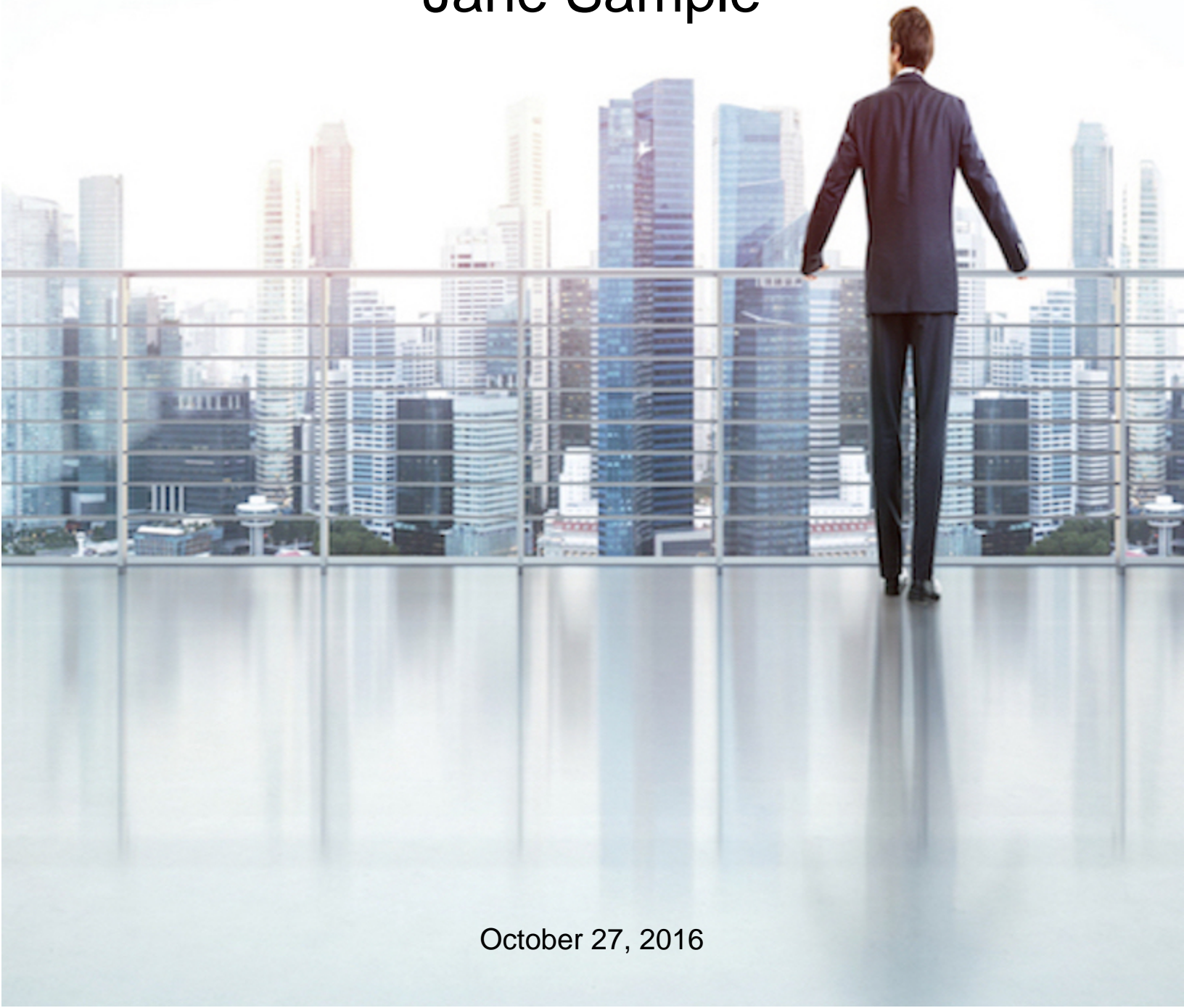# DISCflex™

Behavioral Interview Guide

Jane Sample

October 27, 2016

This Interviewing Guide provides the interviewer with:

- **Candidate Profile and Preperation Report**
  - Importance of Interviewer's DISC
  - Candidate's Summary & Scores
  - Strengths and Motivators
  - Sub-factors Overview
  - Factor Flexibility
  - DISCflex™ Quick References
- **Behavioral Interview Guide**
  - Interview Setup
  - Interview Questions
 - Scoring and Comments Section
  - Interview Results

The DISCflex™ Interviewing Guide explains how the individual DISCflex™ Factors (Dominance, Influence, Steadiness, and Compliance) govern the choices a candidate might make. We all use each of the four DISC behavioral factors in different ways, and the report suggests a series of behavior-based interviewing questions designed to help the interviewer gauge the candidate's ability to 'flex' their behavior for work situations they might find themselves faced with should they be recommended for the position. All told, the Interviewing Guide assessment takes a candidate approximately 10 to 15 minutes to complete.

The candidate's DISC pattern provides the interviewer with a snapshot of how a candidate might typically prefer to act as they go about their duties (with their preferred behavior). Once you have read the candidate's report and become familiar with their behavior style and how it can affect the people around the candidate, the next step is to start thinking about how their behaviors will align with the position. By using DISC in conjunction with other interviewing methods, assessments, and tests; managers can predict both job fit and team (people) fit with a much higher degree of accuracy. With additional DISCflex™ tools, the hiring team can determine how the candidate's pattern might impact a team.

Bottom line: DISCflex™ is a proven and powerful behavior assessment for predicting HOW a candidate will strive for results, interact with other people, engage in thoughtful analysis, and approach a project from a compliance standpoint. To a large extent, the candidate's behavior pattern also governs how their decision making processes operate in terms of their behavioral traits, actions, and preferences. The four DISC Factors also have significant sway upon the candidate's teambuilding abilities as well as how people form relationships, perceive other's, interact with fellow team members, and communicate with coworkers.

This report specifically provides the interviewer with tools to assess how a candidate can flex their behavior. Flexing refers to the candidate's ability to monitoring behavior and choose how they interact or react to situations. For example, a candidate with a 'High I' in their profile may need to 'dial down' their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. A candidate with a 'Low I' may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term morphing refers to the change in a person's natural behaviors over time due to consistent flexing.

Summary & Scores

The Candidate's Summary and Scores:
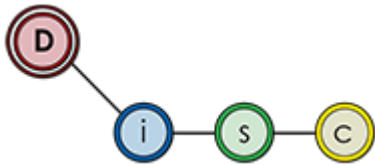
Jane Sample's DISCflex™ Pattern

Jane Sample has an elevated Dominance pattern. Jane is strong willed, self-motivated, and determined in their actions. Jane likes to be in a leadership role and will typically take charge and make decisions very quickly.
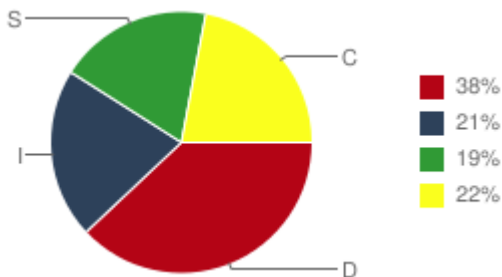
What does that mean?

Jane loves to be constantly challenged and rely on their decision making to solve problems. They are able to initiate action and lead others by taking charge. Routines bore Jane and they strive to accomplish their own vision. They can challenge others thoughts or ideas and are not afraid to argue their point of view.
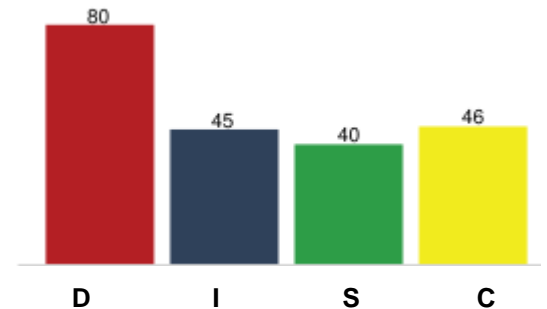
Compare your behaviors

Looking at the big picture, Jane is able to see their behavioral style is governed most by their Dominance Factor.

The pie chart indicates a clearer overall picture - a snapshot - of all four factors in Jane's behavioral pattern. When they compare and contrast the bar versus pie chart, they can gauge their behavioral style's strengths and weaknesses, enabling them to see what things separate their actions from others. Jane can use this to recognize how to incorporate behaviors in the different situations they come across in life.

- 38%
- 21%
- 19%
- 22%

Strengths and Challenges

Looking at the big picture Jane Sample's behavioral style is governed most by their Dominance Factor.

What you need to look for during the interview is proof of behavioral flexing. This doesn't mean that the candidate has to change their natural tendencies; it just means that they need to know what behaviors to flex. Compare and contrast the Candidate's Strengths, Challenges, Motivators, and Stressors to better understand their behavioral profile, and where they may need to flex.

Strengths	Potential Challenges
Determined	Focus
Self-governing	Giving up control
Straightforward	Prioritization
Pioneering	Deciding too quickly

Motivators	Stressors
Results	Rules
Challenges	Details
Being the leader	Not being in control
Making decisions	Relying on others
Being able to work at a quick pace	Roadblocks
Multi-tasking	Maintaining Organization

Jane Sample's Overall Dominance Factor Flexibility

Assessing for High Dominance: High Dominance indicates behavioral preferences for action before thoughtfulness, getting things done, and high motivation. When asking this question please focus on the results Jane will produce. We are looking for an appropriate level of action.

The Candidate's Dominance Factor: Because Jane Sample has a **High Dominance** score of **80%**, they will most likely be highly results oriented, self-motivated, and assertive at work. Jane will also like the freedom to move between projects or shift deadlines. This candidate is a natural when it comes to getting things done and won't find it difficult to juggle competing demands if they are motivated to do so. This candidate also will prefer to dictate their schedule and work environment and what gets done first. Make sure this tendency suits the position. If they are going to potentially work for an elevated Compliance supervisor, this tendency can cause conflict because an elevated C manager prefers a significant degree of structure and order. Please probe for flexibility in this area. Further, this candidate's strong area is self-motivation and independence. A High I-type supervisor manager should inquire about the degree of communication and interaction they Jane Sample is comfortable with.

Jane Sample's Overall Influence Factor Flexibility

Assessing for High Influence: High Influence indicates behavioral preferences for communication, emotional connection, and instinct. When asking this question please focus on how Jane used communication in this situation. We are looking for an appropriate level of communication.

The Candidate's Influence Factor: Jane Sample's Influence score is in the **Medium Low** range at **45%**, which means Jane predictably will prefer to keep communication and interactions brief, though this candidate can also be influential when needed. This candidate will tend to lead by example rather than words, focusing on performance rather than relationships and this candidate keep a fairly close circle of advisors. If Janespends too much time communicating with their team without a mental break, it will tend to leave a candidate with a medium Low Influence score (like this) feeling drained. This is not an indication of their effectiveness however. Short meetings and communiques can be just as productive as long ones!

Jane Sample's Overall Steadiness Factor Flexibility

Assessing for High Strategy/Steadiness: High Strategy indicates behavioral preferences for thoughtfulness before taking action, inclination towards building out a strategy, and their ideal pace of carrying out their responsibilities. When asking this question please focus on the length of time Jane takes to think about their responses. We are looking for an appropriate level of thoughtfulness.

The Candidate's Strategy/Steadiness Factor: Since Jane Sample's Strategy/Steadiness score is in the **Medium Low** range at **40%**, rather than get involved on a personal level with people in the office, this candidate will tend to mind their own business and interject only when issues concern this candidate or their work. Jane would rather make a decision and just go with it rather than overly think, things through, but this candidate can be quite thoughtful when needed. Being locked into a decision is not necessary for this candidate to take action. This candidate will be flexible in getting things accomplished because they don't necessarily need all the answers upfront.

Jane Sample's Overall Compliance Factor Flexibility

Assessing for High Compliance: High Compliance people interview and work best when they are clear about expectations. They tend to be organized & structured, as well as even-tempered and responsible. They are apt to concentrate on details & logical answers. High C individuals have a habit of being focused and they have a habit of trying to cover all possibilities. When asking Compliance questions, please focus on the amount of detail Jane goes into with their responses. Also see if they can curtail this as you gauge flexibility for this factor.

The Candidate's Compliance Factor: Please note, Jane Sample's Compliance score is in the **Medium Low** range at **46%**, which will most likely indicate they have developed their own organizational style. This candidate might not be one who can adapt to every system that requires rigorous inputting of data, detail, and/or metrics. These types of systems do not work well for candidates with Medium Low Compliance scores, unless the person has honed their compliance skills through years of experience. Please probe in this area if high compliance is a requirement for this position. On the plus side, Lower Compliance people tend to be innovative in their approach to problem solving and are characteristically very adept at maneuvering within a system's constraints.

Sub-factors Overview

Most frequently problems with behavior (resulting in weaker behavioral competencies) occur when natural tendencies cause one DISC factor to automatically overshadow another. DISC Sub-factors™ describe the relationship between two DISC Factors. Anytime a person acts, one factor usually governs. Which factor of the two is the most 'overriding' determines the sub-factor. Once we know about a person's sub-factors, and their converse - or opposing sub-factors - we can start to understand how a candidate might act in a variety of situations. We can learn about what that person might naturally gravitate to, and gain knowledge about skills that fall outside of what the candidate might be comfortable doing. This is especially true where the degree of separation between two factors is so great that the person forgets to think logically about what behavior and actions are best for the specific situation. We think that being able to use all the sub-factors consciously for the correct situation shows a candidate's behavioral strength and competency.

What you need to look for during the interview is proof of behavioral flexing. This doesn't mean that the candidate has to change their natural tendencies; it just means that they need to know what behaviors to flex.

Driving Sub-factors

The candidate's three Driving Sub-factors are those they prefer to use as they "Drive" toward success. These indicate which behavioral tendencies Jane Sample is naturally inclined towards. These typically direct their behavior, while the opposing sub-factors (covered on the next page) are the behaviors they'll typically use the least.

Self-motivation: **Dominance score 80%, Strategy/Steadiness score 40%**

This candidate likely always be on the move and think of ways to get things done quicker, better, more cost-effectively. Jane Sample is liable to enjoy creating new plans and putting forth their ideas. They do not need other people to tell them what to do because they are predisposed to taking action. People might describe them as active, energetic, forceful, creative, and/or full of life.

Efficient: **Dominance score 80%, Influence score 45%**

Jane Sample will tend to accomplish their tasks in the most effective way possible. They will focus on the project at hand and will probably not be distracted by the emotional, political, or personal aspects of a situation. They value productivity, performance, know-how, and expertize. They will be apt to be organized and/or want to be competent in their approach.

Independence: **Dominance score 80%, Compliance score 46%**

Jane Sample will have a tendency to take pride in being able to accomplish things on their own. They think autonomously and in doing so might be thought of as a visionary. This candidate will appreciate being able to create their own rules and ways of doing things, and will look for ways to 'create a better mousetrap'. If they look for descriptors they might be: self-determined, objective, free, work on their own, private, objective, non-partisan, individualistic, and/or self-reliant.

Opposing Sub-factors

Out of twelve possible sub-factors, **the three opposing sub-factors are most likely the weakest behavioral competencies the candidate will exhibit** – especially under stress or pressure. An example: A person is deciding to use either Dominance or Influence to get something done. Are they more likely to use 'efficiency' type behavior where the Dominance factor overrides the Influence factor **D>i**, or its opposite: 'friendliness' type behavior **I>d**; to accomplish the goal? Will this particular candidate force the issue and exert power; or win the team over through communication and smiles? The result: that candidate might completely override the clear need for gaining consensus, launching straight to action with dire consequences because of blowback from angry stakeholders. These are behavior type decisions that a candidate makes every day, sometimes by the minute, and often unconsciously. The behavioral choices a candidate makes are governed by primary and opposing sub-factors. In trying to figure this out during the interview process, try to remember that the farther apart these two factors are in terms of elevation, the more automatic these overrides are.

Patience **may not be Jane's strong suit: Dominance score 80%, Steadiness score 40%**

This means Jane might sometimes have to actively assess whether it is a good idea to step back, appraise the situation, and gather feedback from others before moving forward. This is at the heart of practicing patience. Since this might not come entirely naturally to Jane, you should enquire whether they've ever had to pause to take time to be patient, why they thought it necessary and what the results were in their personal growth. Assess whether they can pause to listen during the interview. See if they are able to think objectively before taking action, anticipate when they might become impatient, calm down, and/or rationalize the situation. During your interview, we suggest that you ask Jane Sample: *Let's talk about your level of patience. Do you have 'impatience triggers'? What cause them? And what do you do if you feel one happening? Can you remember a time when you've wished you might have had more patience?*

Friendliness **may be a challenge: Dominance score 80%, Influence score 45%**

When people are naturally efficient at getting things accomplished, coworkers tend not to describe them as friendly. Friendliness is not a nature strength. For example, when they are stressed and in "work mode" they may forget to engage in chit-chat or small-talk, even business conversations. Jane might be thought of as 'blunt but efficient' or have to remind themselves to be as polite or considerate to peers if they need things done in a timely cooperative fashion. Bottom line: Jane would rather focusing on getting the work out the door than hanging out at the water cooler. During your interview, we suggest that you ask Jane Sample: *How do you remind yourself to focus on building better relationships?   How do you let people know you genuinely interested in learning about them?*

Cooperativeness **is something Jane might have had to work on: Dominance score 80%, Compliance score 46%**

Cooperativeness is the opposing sub-factor to Independence. Working independently is probably one of this candidate's strengths, but be sure to ask this candidate if they make it a point to be cooperative. Ask them: *How do you keep the big picture goals of your team or organization in mind as you go about your responsibilities? Can you please pretend I'm a team member who isn't all that cooperative with other people or isn't cooperating with compliance with regard to following the rules. How would you give me feedback to help me understand why cooperativeness and following the rules will make a big difference.*

Why It is Important to Segment Performance, Behavior, and Attendance

When interviewing, the same rules apply to adjudicating potential employees as they do for current members of the workforce. You can only assess people based on three areas:

1. Performance
2. Behavior
3. Attendance

For example, a staff member who has been issued a written warning for a performance issue would receive another, separate warning for an attendance problem that warrants corrective action. If attendance is corrected but the performance continues at below expectations, a final written warning for performance may be warranted. Likewise, with behavior. For interviewing, these three areas are best segmented and addressed in separate tracks. **This Interviewing Guide deals specifically with Behavior.**

Behavior-Based Interviewing

The foundation of Behavioral-Based Interviewing is the theory that the most accurate predictor of future behavior is past behavior in a similar situation. One size does not fit all in behavior. Different candidates can have different DISC scores, as well as patterns and preferences, and execute their responsibilities equally well. That is the nature of behavior. In this Interviewing Guide, the interviewer will rank the candidates answers in each section based on their impression of **whether the candidate might behave appropriately for the position** the candidate is being interviewed to potentially fill.

How do SAR (Situation, Actions, Results) Components Help During an Interview?

As an interviewer, your task is to provide a behavior-based question whereupon a candidate might provide a scenario that provides insight into their behavior and actions. The candidate's task is to provide a real-life example of how they have previously used or demonstrated the behavior (in a work context) about which you are inquiring. All answers to behavioral interview questions should be structured around three specific SAR components:

1. Situation or task in which the candidate displayed the behavior in question
2. Actions the candidate took
3. Results of these actions
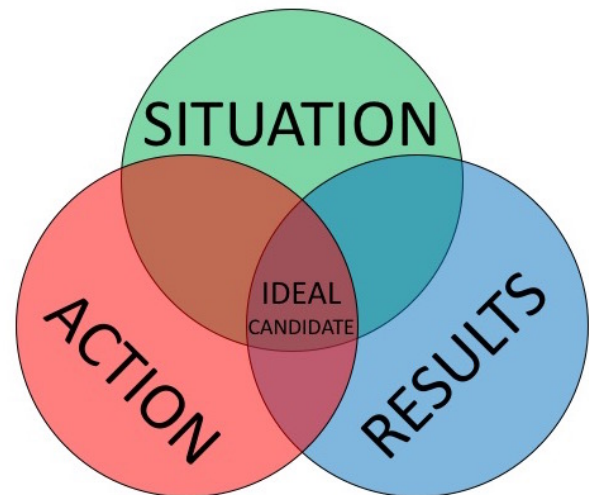
Prior to answering behavior-based questions, please ask the candidate to provide answers with the three components front of mind. By explaining the format, you can also gauge whether the candidate is listening and can provide you with suitable responses. This is very important. Your instructions to the candidate will play a role in making the behavior-based interview process quite a bit easier for you and the candidate. This instruction will also result in a more standardized approach for the resultant paperwork as well as the hiring manager and HR professional to be as objective as possible as they review the results from multiple candidates.

Preparation for the Interview

As you prepare for the interview, you can reference the overview of the candidate in the topic areas most important to you and your organization. The score standardizes assessing the behavioral competencies of the candidates applying for the position. During the interview process, we encourage you to take ample notes. As you read the suggested questions to the candidates, please ask them to provide details on the HOWs of any situations you discuss. Ask the candidate to elaborate and incorporate any feedback or highlights into your notes for later reference. Specifically ask the candidate about their behaviors and actions including their communication by having them think back on prior situations they found themselves in. It is particularly enlightening to have a candidate thinking about what they might do differently if a similar situation arises. This 'pre-thinking' will help you gauge what a candidate learned from the past that they can bring to the new position. Changes in attitude, emotional involvement, words, or actions in the future and will most certainly assist any person grow. Above all, you are assessing a candidate's behavioral awareness and maturity for the position under consideration at your company. The Interviewing Guide will certainly help you in understanding their behavioral tendencies and strengths more clearly.

Defining DISC

By completing a DISCflex™ Assessment, the candidate reveals the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance. When the distinctive elevations are charted in the context of a business atmosphere, patterns emerge displaying a comprehensive picture of a person's behavioral tendencies as a business professional. These patterns are based on high, medium-high, medium-low and low scores in each of the DISC Factors. Let's quickly define what DISC stands for:

Dominance is the candidate's need for **getting results** and having **control**, as well as their source of **drive** and **ambition**. High D people operate at a quick pace, and they prefer to get down to business quickly. They like bullet points and getting things done. Whenever you are feeling **self-motivated**, **driven** to accomplish something, or are **anxious to get started**, you are using your **'D' Factor**.

Influence is the candidate's need to **express themselves**, their preferred degree of **communication**, and their source of **persuasion**. High I's like **interaction** with people, **discussing** just about anything, and **relationships**. You'll see them as **talkative** (perhaps jumping from topic to topic) as well as **friendly** and open. Whenever people feel **enthusiastic**, **warm**, or **trusting** they are using the **'I' Factor**.

Steadiness is the candidate's need for **consistency** and their source of **thoughtfulness** and **strategy**. **Kindness**, **loyalty**, and **being supportive** are all **'S' traits**, as are **calmness** and **careful listening**. When you **go out of your way to help** someone, you are using your **'S' Factor**.

Compliance is the candidate's need for **structure**, **planning**, and their source of **organization**. **"C" candidates** prefer to **follow rules** and knowing what the **format** and **expectations** will be upfront. This makes them feel at ease. During the interview you might notice they are **careful** and **cautious**, wanting to be **accurate** and **tactful** in their answers. They like **details**, so please allow sufficient time for them to ask their questions. When you become **extremely focused** on **completing tasks**, **on time** and within budget, you are using your **'C' Factor**.

Importance of Interviewer's DISC Profile

Your task during the interview is to prepare the candidate for the interview process, ask questions in an effective manner, to make sure the candidate understands the message, listen carefully for their answer, and then to analyze if the response was appropriate. **Knowing your own DISC scores and being able to dial up and dial down (adapting and flexing) your DISC Factors during the interview process is critically important.** As an example, if you are a High DI with a low C and mid-range S, you might talk too much (High I tendency) about what's important to you and the results you want (High D behavior) without leaving adequate time (Low C trait) for the candidate's response. By knowing behaviorally what your tendencies are, you can consciously flex during the interview.

How to Adapt Your Communication During the Interview

During the interview, it's important that you consider the candidate's behavioral style. Building trust and rapport quickly, and putting the candidate at ease is critical. You don't have much time to get to know the candidate, so make sure you set the interview up for the best possible outcome. How? **High scores and low scores in any of the DISC Factors are not an indication of competence.** Scores indicate behavioral preferences. For example, a low compliance score for a position that requires innovation is a very good indicator that the candidate's behavioral preferences might work well for the position. Likewise, a high score in compliance might be highly desirable if the position requires a high degree of focus or attention to detail. When an interviewer asks questions based on behavior, they are probing for 'behavior patterns'. They are trying to gauge how a candidate will act when going about their responsibilities. In hiring, a candidate's conduct is important, but it is vital to understand that there are no 'right' or 'wrong' answers when conducting the behavior segment of an interview.

Quick tips to adapt to:

High D's
Pick up the pace if you are not yourself a High D. Try to be brief and to the point. Keep on topic, then move to the next. High Ds only like details that lead to a result they want, so take their lead on this. If possible, let the candidate take the lead in setting the pace. Don't try to slow them down unless you are testing their ability to flex in this area. Paint 'the big picture' of what you are looking for in a hire. Demonstrate your organization's results and talk about its competence in the marketplace.

High I's
Take on a more sociable, informal, and relaxed style. Never be abrupt and make sure you begin with a little small talk to break the ice. Smile. Listen intently with open body language when this candidate talks about how they feel. Ideally, interject humor and keep the conversation light. Flatter them and praise them about their accomplishments.

High S's
Be consistent, calm, and patient. Do not interrupt. Be logical and systematic in your approach. Choose your words wisely, High S's are great listeners. Take time to respond thoughtfully to the candidate's questions. Give the candidate a bit more time than you might be used to for their answer (because of their heightened level of thoughtfulness). Talk about cooperation, opportunities at the organization to help others, and display a sincere appreciation for their time and accomplishments. High S candidates like to hear about strategy, security, decision making processes, and customer loyalty, as well as how you treat employees.

High C's
Be prepared. Explain the process. Ask if you have made the expectations of the interview clear. Ask if they have any questions prior to starting and be prepared to respond with details. Hand them paperwork before, during and/or after the interview to satisfy their need for details. Make sure to tell them how the organization operates, the standards the organization expects, and how the interview will play out. During the interview, make time to answer questions. If the candidate does not have a High I in their profile, be tactful, unemotional, and reserved.

DISCflex™

Dominance

Focus:
Efficiency
Deadlines
Assertiveness

Strengths:
Determined
Motivated
Ambitious
Visionary

Extroverted
Assertive
Independent
Social
Self-motivated
Persuasive
Politically astute

Influence

Strengths:
Communication
Cooperation
Negotiation
Facilitation

Focus:
Socialization
Consultation
Synergy levels

Motivators:
Results
Authority
Multi-tasking
Challenges

Weaknesses:
Argumentative
Poor time management
Overbearing
Controlling

Weaknesses:
Rely on gut instinct
Emotional
Lack attention to detail

Motivators:
Public acceptance
Praise
Teamwork
Friendly environment
Social interaction

Stressors:
Rules
Being confined by details

Stressors:
Isolation
Making decisions individually

Task-oriented
Organized
Accurate
Disciplined
Well-prepared
Keeps to self
Guarded

People-oriented
Persuasive
Charming
Kind
Influential
Outgoing
Charismatic

D **I**
C **S**

Focus:
Structure
Planning
Analyzing information

Focus:
Thoughtful actions
Dependability
Observation
Inquisitive thinking

Motivators:
Organization
Clear guidelines
Individual Recognition
Conflict-free environment

Strengths:
Organized
Structured
Even-tempered
Focused

Strengths:
Relationship building
Sincerity
Trustworthiness
Reliability
Logic

Motivators:
Clear responsibilities
Steady pace
Team atmosphere
Peer recognition

Stressors:
Unclear expectations
Lack of details

Weaknesses:
Lack big picture focus
Uncomfortable w/change
Stubborn

Introverted
Accurate
Patient
Calm
Logical
Technical
Practical

Weaknesses:
Resistant to change
Aversion to feedback
Passive aggressive

Stressors:
Quick Changes
Harsh feedback

Compliance

Steadiness

DISCflex™ Quick Reference

	Dominance	Influence	Steadiness	Compliance
Strengths	Determined Motivated Ambitious Visionary	Social skills Influence & communication Cooperation Negotiation & facilitation	Build strong relationships Sincerity & trustworthiness Reliable Logical	Organized & structured Even-tempered Focused Responsible
Potential Weaknesses	Argumentative My way or the highway Overbearing Controlling	Reliance on gut instinct Insecure Lack attention to detail May let deadlines slip	Resistant to change Dislike giving or receiving feedback Passive-aggressive Possibility to be self-absorbed	Lack big picture focus Uncomfortable with change Confined by procedures Stubborn
Motivators	Results Authority Multi-tasking Challenges	Acceptance & praise Peaceful & friendly environment Working with others Social situations	Clear responsibilities Steady pace Group environment Recognition	Organizational effectiveness Defined tasks/responsibilities Recognition & reassurance Conflict-free environment
Stressors	Inaction Rules No decisions being made Being confined by details	Isolation Lack of communication Making decisions individually	Quick changes Harsh feedback Taking sudden action Unclear communication	Insufficient planning Multi-tasking Not knowing expectations Lack of detail or information
Communication Style	Important information only No idle chatter Big picture focus	Discussing information Talking through options Brainstorming	Prefer meaningful communication Status updates Thoughtful dialogue	Details and logical answers Cover all possibilities Clear expectations
Decision Making	Quick to decide & act Comfortable with risks Decisions are based on the big picture Prefer authoritative decisions	Receive feedback from others before acting Rely on gut instinct Prefer to know how others would act Prefer consensus decisions	Prefer practical options Hesitant to act Need contingency plan Prefer ad hoc decisions	Focused on facts rather than feelings Prefers to get all the facts Prefer fact-finding over making the final decision Prefer rational decisions

DISCflex™

Behavioral Interview Questions

Jane Sample

October 27, 2016

Set Up the Interview - Define the Format and Expectations

*"I want to kick off by letting you know what I am looking for in this segment of the interview. **We are specifically looking at behavior.** To make sure you understand the format, I would like you to **concentrate on answering my questions with three things at the front of your mind:***

1. *Situation*
2. *Actions*
3. *Results*

This format makes interviewing better because it gives you an easy format so that you aren't guessing whether or not you answered appropriately. This is a two-way dialogue, so I will prompt you too."

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			✔
Action	Did the explanation of the candidate's actions mesh with expectations?		✔	
Results	Were the results the candidate told you about be what you would expect for this position?			✔
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			✔
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?		✔	
Comments -	Totals	___ x0 0 +	2 x1 2 +	3 x2 6

Question Total

0 1 2 3 4 5 6 7 ✔ 9 10

Above is an example of the scoring criteria. Each of the **5 Topics** are worth up to **2 points** each, for a total of **10 points per question**. For each topic read the **Scoring Criteria** and give them a check if they "Didn't Answer" (0 points), "Meets Expectations" (1 point), or answered "Above Expectation" (2 points). Add the number of checks in each column, and multiply by how many points that column is worth. Next, add the three totals from each column to get your **Question Total**.

Assessing the Candidate's Dominance

QUESTION 1

"Describe a stressful situation at work where something completely unexpected occurred which tested your skills. What did you do?"

FOLLOW-UP

"How much time did you spend planning before launching into action? Also, in hindsight, is there anything you would have done differently? Or did you learn something that stuck with you?"

Scoring and Comments

Jane has a self-assessed **Dominance** score of **80%**, so they may see themselves as **Determined**. Listen for **Efficiency**, **Self-motivation**, and **Independence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
Results	Were the results the candidate told you about be what you would expect for this position?			
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			

Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +		+

Question Total

(0) (1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

Assessing the Candidate's Dominance

QUESTION 2

"Can you tell me an example of a time when you went the extra mile for an irate or angry customer or co-worker; or you had to solve a difficult problem in a very short amount of time?"

FOLLOW-UP

"What did you specifically do? What was the outcome? Also, is there something you wish you had done differently?"

Scoring and Comments

Jane has a self-assessed **Dominance** score of **80%**, so they may see themselves as **Determined**. Listen for **Efficiency**, **Self-motivation**, and **Independence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
Results	Were the results the candidate told you about be what you would expect for this position?			
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			

Comments -

	Totals	_____ x0	_____ x1	_____ x2
		0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

Assessing the Candidate's Influence

QUESTION 3

"Jane, could you please describe how you currently communicate and share information within your team or amongst your colleagues?"

FOLLOW-UP

"Can you give me an example of how you resolved a conflict between you and another person when you disagreed with each other? Another when you were on a team and one of your teammates was not pulling their weight? How did you balance providing tough feedback with emotions?"

Scoring and Comments

Jane has a self-assessed **Influence** score of **45%**, so they may see themselves as **Self-governing**. Listen for **Friendliness**, **Enthusiasm**, and **Self-Confidence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
Results	Were the results the candidate told you about be what you would expect for this position?			
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			
Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

Assessing the Candidate's Influence

QUESTION 4

"Jane, Can you please share an example of how you were able to motivate employees or co-workers when things weren't going so well?"

FOLLOW-UP

"In that situation or one similar, can you tell me what tactics you use to effectively "read" another person and guide their actions?"

Scoring and Comments

Jane has a self-assessed **Influence** score of **45%**, so they may see themselves as **Self-governing**. Listen for **Friendliness**, **Enthusiasm**, and **Self-Confidence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
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Comments -		____ x0	____ x1	____ x2
	Totals	0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

Assessing the Candidate's Steadiness

QUESTION 5

"What process do you use to establish priorities when things change? Please be specific."

FOLLOW-UP

"If you could go a bit further and tell me about a time when you had to communicate a change in work systems or standards; even though it wasn't easy or popular. What did you learn about yourself with regard to patience versus action?"

Scoring and Comments

Jane has a self-assessed **Steadiness** score of **40%**, so they may see themselves as **Straightforward**. Listen for **Patience**, **Thoughtfulness**, and **Persistence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
Results	Were the results the candidate told you about be what you would expect for this position?			
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			
Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

QUESTION 6

"Getting all the information you can is important, but so is moving forward without all those answers in hand. Can you please provide an example of a time where you had to use your fact-finding skills to get information for solving a problem that potentially affected the whole team or the company?"

FOLLOW-UP

"Did you think it a risky decision at the time? Did you postpone that decision? How did you handle the uncertainty? What do you use to best guide your actions? Why?"

Scoring and Comments

Jane has a self-assessed **Steadiness** score of **40%**, so they may see themselves as **Straightforward**. Listen for **Patience**, **Thoughtfulness**, and **Persistence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
Results	Were the results the candidate told you about be what you would expect for this position?			
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Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +	+	

Question Total

0 1 2 3 4 5 6 7 8 9 10

QUESTION 7

"Jane, please give me two examples of when you didn't have a clue about how to do something but figured it out anyway. In the first, you had time to plan. In the second, you were under the gun and had to act quickly. As you go through the examples, provide information on how you decides what to do and how you had to communicate your plans to others. In other words, how did you get through it?"

FOLLOW-UP

"Finally, do you prefer planning or doing?"

Scoring and Comments

Jane has a self-assessed **Compliance** score of **46%**, so they may see themselves as **Pioneering**. Listen for **Cooperativeness**, **Accuracy**, and **Sensitivity to the situation**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
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Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

Assessing the Candidate's Compliance

QUESTION 8

"Have you ever dealt with company policy you weren't in agreement with? How did you handle this?"

FOLLOW-UP

"Everyone has to bend or break rules sometimes, Jane. Do you recall an example of when you had to do this? Or when someone on your team had to do this? What did you do?"

Scoring and Comments

Jane has a self-assessed **Compliance** score of **46%**, so they may see themselves as **Pioneering**. Listen for **Cooperativeness**, **Accuracy**, and **Sensitivity to the situation**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
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Comments -		_____ x0	_____ x1	_____ x2
	Totals	0 +		+

Question Total

0 1 2 3 4 5 6 7 8 9 10

Interview Results

The chart below is meant as a quick reference to see a full breakdown of Jane Sample's results. Q1=Question 1, and so on. As you recall, each question was out of a possible 10 points. You may enter the candidate's score from each question below, then add them for a **TOTAL** score out of a possible 80. If you are interested in seeing their score broken down by factor, simply add the two questions asked on that factor out of a possible 20 points. For example - Questions 1 (Q_1) and 2 (Q_2) were about the Dominance factor. Add these two together for their Dominance or "D" score.

D	Q_1	/10	/20
	Q_2	/10	
I	Q_3	/10	/20
	Q_4	/10	
S	Q_5	/10	/20
	Q_6	/10	
C	Q_7	/10	/20
	Q_8	/10	
TOTAL			/80