PERSONALITY VIEW 360
Structured Behavioral Interview Guide
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CANDIDATE: _____________________________________________

INTERVIEWER: ___________________________________________

DATE: ___________________________________________________
PERSONALITY VIEW 360
STRUCTURED BEHAVIORAL INTERVIEW
PREPARATION CHECK LIST

Before the Interview
- Meet with relevant internal staff to discuss the selection process and interview
- Confirm the logistics for the candidate interview time and location
- Ensure a comfortable interview room and location
- Familiarize yourself with the Emotional Intelligence Competencies and Guide
- Ensure that you won’t be interrupted by phone calls or visitors
- Review the candidate’s application, resume, references, and other relevant documents
- Have information on the position and organization available for the candidate

During the Interview
- Greet the candidate and make him/her comfortable and relaxed
- Describe the interview process briefly and emphasize you will be taking notes
- Follow the Technical/Professional Interview Guide
- Focus on acquiring past behaviors by using open-ended behavioral questions
- Take brief notes on each competency section during the interview process
- Take time at the end of the interview for candidate questions
- Review your selection process and next steps with the candidate
- Mention your appreciation of the candidate’s time and interest in the position

After the Interview
- Review your interview notes to make sure they are complete
- Rate each competency separately in the appropriate interview guide section
- Determine an overall candidate rating based on the interview and complete notes
- Discuss your interview results and selection decision with relevant staff, if applicable
Personality View 360
Structured Behavioral Interview Guide Instructions

- Review the candidate’s resume, application and other relevant materials
- Review the Job Responsibilities
- Review the Innate Index Factors Definitions
- Review the Innate Index Behavioral Interview Questions
- Introduce Yourself/Develop Rapport with the Candidate
- Describe the Behavioral Interview Process/Emphasize You Will Be Taking Notes

1. Each section in the interview guide covers an Innate Index factor related to research on five factor personality theory.

2. Each section begins with a definition of the Innate Index factor followed by several recommended behavioral interview questions. *It is important to utilize the same interview question(s) for each Innate Index factor provided in the guide to ensure consistency in the interview process with all candidates.*

3. Space is provided in each section for the interviewer to record notes about the candidate’s responses. It is recommended that interviewers make notes during the behavioral interview process.

4. In order to help the interviewer reach a conclusion about the suitability of the candidate, a rating is provided for each Innate Index factor, using the 5-point scale shown at the bottom of this page. For each Innate Index Factor, behavioral anchors are given for 1, 3, and 5 values on the rating scale.

5. If no information was obtained for a particular Innate Index factor, do not provide a rating (e.g., No relevant experience with this competency, skill or ability or unable to describe an appropriate situation).

6. These individual factor ratings will be transferred to the Innate Index Behavioral Interview Summary Ratings page located at the end of the interview guide.

7. After the candidate is comfortable, convey the following information. This is a suggested script to introduce the Innate Index Structured Behavioral Interview process:
“The purpose of this interview is to gather information about you and your past work experiences. We expect that this interview will take approximately 30-45 minutes. I will ask you questions about specific kinds of work situations you have encountered in the past and how you have handled them. I will not ask questions about what you WOULD do or SHOULD do in a hypothetical situation, but what you actually HAVE done in similar situations in the past. Please feel free to take a few moments to collect your thoughts before responding and please be as clear and thorough in your response as possible.

Also, please try to treat each question as if it was independent of other questions. However, you may feel free to repeat a response if you feel it is applicable to the new question. The key components that I will be looking for in your response are the situations leading to your actions, the specific actions you took, and the results or outcome of your actions.

As you respond, I will be taking detailed notes in my interview guide. Please try not to be disturbed by my note taking during this interview process. Do you have any questions before we begin?”

BEHAVIORAL INTERVIEW GUIDE FACTOR RATING SCALE

1. The candidate demonstrated a **very low level** of this factor.

2. The candidate demonstrated only a **low level** of this factor.

3. The candidate demonstrated a **moderate level** of this factor.

4. The candidate demonstrated a **high level** of this factor.

5. The candidate demonstrated a **very high level** of this factor.
ACHIEVEMENT: Achievement indicates an individual’s degree of organization, persistence, drive, hard work, and motivation in the pursuit of goal accomplishment. It is composed of two primary facets (but treated as a unitary factor): achievement motivation and dependability. Achievement motivation has been widely studied in the context of entrepreneurship but dependability has received much less explicit attention. Those scoring high might be described as more ambitious, careful, thorough, persistent, focused, deliberate, disciplined and dependable. Individuals scoring low on Achievement may be seen as less disciplined, careful, complacent, indecisive and disorganized leading to lower productivity and success.

1. What is your short and long-term career plans? What steps are you currently taking to improve your knowledge and skills?
2. Describe a situation in which you established personal or professional goals that exceeded what was expected from you? What motivated you to achieve these goals? What was the outcome?
3. Tell me about a time you set a personal or professional goal and met a large obstacle or barrier that prevented you from successfully achieving it right away? What did you do? What happened?
4. Tell me about a time you “gave up” on achieving a personal or professional goal. Why did you give up? How did it make you feel?

CHARACTER: Character describes the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others. Honesty refers to a particular respect for truthfulness and integrity implies a slightly broader conception including willingness to comply with rules, internalized values, norms and expectations. Individuals scoring high on Character tend to demonstrate high levels of responsibility, trustworthiness, candor, truthfulness and directness in interpersonal interactions. Those scoring low on this scale may be seen as less trusting, more indirect, manipulative, clever and even vindictive.

1. Everyone has had to “stretch the truth” or “bend a rule” sometime. Can you give me some examples of when you had to do this to get what you wanted? What was the outcome? (Look for a tendency to be highly manipulative or dishonest)
2. Describe a situation in which you were aware a client or colleague was behaving in either a dishonest, unethical, or non-professional manner but you choose not to say anything to anyone. What happened and why?
3. Describe a sales situation in which you had to be “cunning” or “shrewd” in order to be successful. What did you do? What happened? (Look for a tendency to be highly manipulative or dishonest)
4. Describe a time when you were working on a sales project and your realized there was a mistake in the work that had potentially serious implications for the client. What did you do? What was the outcome?
**RESILIENCE:** This factor represents individual differences in adjustment and emotional stability. Individuals scoring high on the Resilient factor tend to experience a number of negative emotions including anxiety, hostility, depression, self-consciousness, impulsiveness, insecurity, pessimism, and vulnerability. People who score low on can be characterized as self-confident, calm, even tempered, hopeful, optimistic, relaxed and generally happy. Low scoring individuals tend to feel and express less negative affect overall.

1. All jobs have frustrations. Describe some job tasks, assignments, situations, or individuals you have found particularly challenging or stressful. How did you deal with them?

   *(Look for an ability to look at work pressures and challenges in an optimistic manner. Determine if the candidate views the situation as something that he/she can positively influence in some manner. Look for coping strategies that are problem-focused and appropriate to maintain high levels of performance and health)*

2. Tell me about some situations in which you have had to adjust quickly to changes in organizational priorities. What was the impact of the change on you?

3. Describe a time you have felt highly stressed or “burned out” with work, school, or family challenges. What contributed to you feeling this way? How did you cope with it?

4. Describe a high-pressure situation that you have found stressful in recent weeks. What made it stressful? How did you cope with it?

**SELF-CONFIDENCE:** Self-Confidence describes the continuum between humbleness to arrogance in the behavior of others. Those with high scores on Self-Confidence are seen by others as accepting ourselves and others in a non-judgmental manner, expressing humbleness, modesty, and not bragging about his/her accomplishments. Individuals with low scores can be seen and experienced as narcissistic, constantly seeking attention and admiration from others, having an exaggerated sense of self-importance, being selfish, boastful, overly confident, arrogant, disdainful and demonstrating a patronizing attitude.

1. All jobs have their frustrations and problems. Describe some examples of specific job conditions, tasks, or assignments that have been dissatisfying to you. Exactly what made them dissatisfying? *(Note: Follow-up questions should be directed at determining if personal/job satisfaction is derived from performing Sales tasks such as prospecting, market research, etc.)*

2. In relation to your prior job(s), describe the tasks and responsibilities you enjoyed the most. Describe the tasks and responsibilities you enjoyed the least.

3. What is your short and long-term career plans? What steps are you currently taking to improve your knowledge, skills and abilities?

4. How would you describe what motivates you on the job? How do you best like to be rewarded? *(Look for entrepreneurial motives such as risk taking, achievement, autonomy, creativity, change and rewards such as bonuses, commissions, etc.)*
**SOCIABILITY:** This factor describes the extent to which people are gregarious, outgoing, social and extraverted (i.e., they get energy being around other people). People who score high on Sociability tend to like people and large groups, and social stimulation. People who score low on this factor prefer to spend more time alone and are often characterized as reserved, private, shy and independent and extraverted. Individuals with low scores on sociability might even be perceived and experienced by others as aloof, judgmental, non-social or boring.

1. We have all had to work with someone who is very difficult to get along with in order to get our job done. Give me an example of when this happened to you. Why was the individual difficult? How did you handle it? What was the outcome?

2. Describe some situations when you had to develop rapport and collaborative working relationships with colleagues from other offices/departments within your organization. How did you go about establishing and maintaining these relationships?

3. Describe a situation where you had to work with someone with whom you had a significant disagreement or difference of opinion on how the task, project or work should be done. Describe the situation, your actions and the results of the situation.

4. Tell me about a time you had to “go an extra mile” to ensure that a client or colleague was completely satisfied? What did you do? What was the outcome?

5. Think of a situation where you built a relationship with someone you were going to be working with on a regular basis. How did you go about building a relationship with that person?

**ENERGY:** This factor describes the extent to which people are energetic, playful, excitable active, and enthusiastic. People who score high on Energetic tend to and seek excitement and stimulation and express both thoughts and feelings outwardly. High scoring individuals tend to feel and express more positive affect overall. People who score low on Energy are typically characterized as reserved, quiet, lethargic, possibly lazy, “low key” and depressed in their affect.

1. Describe a recent situation that required tremendous emotional or behavioral restraint on your part in light of a serious temptation. How did you handle it? What was the outcome?

2. All of us get impatient with people and processes from time to time. Describe a recent situation that you “lost your cool” or felt agitated, irritated or angry. How did you express these feelings? What happened?

3. Describe a recent situation you became very controlling and directive. How similar or different is this style of yours in general? What caused you to act this way? What was the outcome?

4. Tell me about a recent decision or action that to others might have seemed “impulsive” in nature. What exactly did you do? Why did you do this? What was the result?
**SENSITIVITY:** Sensitivity assesses one's interpersonal orientation. Individuals high on Sensitivity can be characterized as trusting, forgiving, caring, altruistic, and gullible. The high end of Sensitivity represents someone who has cooperative values and a preference for positive interpersonal relationships. Someone at the low end of the dimension can be characterized as cold, uncaring, tough, self-centered, and ruthless.

1. Describe a task, project, or assignment when you strongly disagreed with others regarding a decision, action, or approach to be taken. How did you resolve it? What was the result?

2. Many times it is important to build support for a project or activity in order to initiate or maintain its progress. Tell me about a time when you had to build support and/or convince others to be advocates of a project or activity. Describe the situation, your actions and the results of your actions.

3. Describe a situation in which avoiding dealing with a difficult individual that opposed your idea, plan, or proposal was easier than resolving your differences directly. What was the result? (Look for the ability to resolve differences in spite of interpersonal challenge and conflict).

4. All of us have felt frustrated, impatient, or angry at the behavior of others at times. Describe a recent situation in which you became frustrated, impatient, or angry with another employee or customer. What made you feel frustrated, impatient, or angry? How did you handle it?

5. We have all had to work with someone as part of a staff or team who is particularly difficult to get along with because of his/her personality or work style. Give a specific example of when this has happened to you. Why was the individual difficult to get along with? How did you handle it?

**ADVENTURE SOME:** Adventuresome characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas. Individuals high on Openness can be described as creative, innovative, imaginative, reflective, and untraditional. Those scoring low on Adventuresome can be characterized as conventional, narrow in interests, and not analytical. These individuals are typically experienced as more rigid, less experimental, and closed to new ideas and ways of doing things. Adventuresome is positively associated with risk taking, entrepreneurial behavior and general intelligence relating to creativity and divergent thinking.

1. Tell me about a time when you were involved in a company wide organizational change process or initiative. What part did you play? How did you manage it?

2. Sometimes change in an organization is very difficult. Describe a recent time you had to take an unpopular stand to pursue change? If so, what and how?

3. Tell me about a time when you had to do what was appropriate for the stakeholders (employees, customers and shareholders) but the decision was not a win/win situation for everyone. What happened?

4. Describe a time when you had to advocate a project, product or organizational change that you may have been unsure of? How did you implement the project, product or change? What was the outcome?

5. What are some of the best ideas you have ever sold to your boss, colleague or to another team member? What was your approach? What are some of the best ideas you tried but failed to sell to your boss or to another team member? What was your approach?
PERSONALITY VIEW 360
STRUCTURED BEHAVIORAL INTERVIEW

INTERVIEW CLOSE

✓ Ask additional questions of the candidate if required.

✓ Provide information about the position and describe the organizational culture, benefits, salary, etc.

✓ Explain the next steps in the selection process.

✓ Allow time for the candidate to ask questions.

✓ Thank the candidate for participating in the interview process.

✓ Complete your factor and overall interview ratings on the next page.
PERSONALITY VIEW 360
STRUCTURED BEHAVIORAL INTERVIEW
SUMMARY RATINGS

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