

The primary purpose of the TalentFit® Interview is to review key Talent, Fit and Investment factors in order to maximize the success of a selection decision for the mutual benefit of the candidate, the manager/team and the organization. This document provides an important outline to follow in making this critical decision.

Preparation Checklist:

- + In advance, develop questions you want to ask the candidate to determine technical skills or abilities. It may be necessary to write and submit these questions to the human resources department prior to conducting the TalentFit Interview.
- + Review application materials for past jobs/experience most relevant to the interview. Start with the oldest job/experience and work toward the present. Be attentive to time lapses in job history.
- + Review and understand the theme definitions of the Talent Plus® Interview the candidate completed (if applicable).
- + Review the Talent Intensity Index® (if applicable), any discussion points noted from prior interviews, and areas suggesting further probing with a Talent Plus consultant or analyst or someone in your organization who is involved in the interview process.

Outline for Opening an Interview:

Greet the applicant, giving the name you prefer to be called and your position. Find out what name the applicant prefers to be called, and use that name frequently throughout the interview. Remember, first impressions are lasting impressions.

Explain the Purpose of the Interview:

1. To help us further understand the applicant's natural talents and abilities.
2. To explore the fit of the applicant with the company, culture, team and position.
3. To help the applicant understand the company and the position.
4. Please explain that the applicant will speak at least 70 percent of the time during this interview.
5. Please explain that you will be taking notes as the candidate responds to the questions.

Describe the Interview Progression:

1. Brief review of past jobs/experience/successes
2. Questions to get specific information about those jobs/experiences/successes
3. Information about the company and the position
4. Answer applicant's questions about the company and the position

Applicant Name: _____

Interviewer Name: _____

Date: ____/____/____

For the manager to do independently – Review of candidate’s Talent Plus Interview (if applicable) prior to the TalentFit Interview and/or as a summary of observations following the TalentFit Interview

Drives and Values

1. What drives this person?
2. What does this person value the most in their work?

Work Style

1. How should I motivate them to be consistently productive?
2. How does the candidate approach their work?

People Acumen

1. What type of relationship do they develop with associates? With customers?
2. How do they invest in relationships?

Influence

1. How do they influence others in their work?
2. Will they be easily influenced by others?

Thought Process

1. How do they make decisions?
2. How do they learn best?

Reflection Questions for the Hiring Manager (Pre-Interview)

The following questions will help you reflect on your own leadership style, the types of people with whom you work best, and the culture of your team.

1. In terms of the team and/or organization, are friendships and socializing encouraged? Is that a typical part of how the team interacts or is the tone in the organization more “professional” and friendships between employees are less likely to develop?
2. Are you comfortable having someone on your team who is inexperienced but has potential and will require some intense mentoring, or do you prefer self-starters who are more experienced and can be independent?
3. How much guidance are you comfortable providing to each employee? What is your preference in regard to the level of supervision you provide?
4. In thinking about your team, what are three descriptors that immediately jump to mind when you think about the strengths of the group and how it operates?

TalentFit® Interview Questions

Role/Position	R	Y	G
In your previous work, what did you enjoy most?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What are some things that you do better than most other people?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there some things that you don't do as well as most other people?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a (insert position), you will be working in a fast-paced and dynamic environment. Is this a good fit for you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would others describe your flexibility in regard to schedules, structure (or lack of structure) and changing priorities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What knowledge base do you have to support your success in this job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What skill set or specific skills do you have to support your success in this job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tell me about what you understand the expectations of this job to be.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of your last performance review or feedback from your manager(s), what areas are you working on for improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Manager/Team	R	Y	G
Describe your best manager. Describe your worst manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In talking with your past managers, what would they tell me about the relationships you built with them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In talking with your past team members, what would they say about the relationships you built with them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thinking about your closest peer relationships, what was it about them that made those relationships stronger?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On the other side, thinking about the most difficult peer relationships, what were the characteristics of those people that made those relationships hard?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How could I help you be the best you can be? What areas would be the most important for me in helping you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you learn best?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What is your communication style?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organization

R Y G

Looking at both the short and long term, please describe the type of organization, including its workplace culture, you would want to be a part of? What's most important to you about the organization you would want to join?

Understanding that the mission and values of our organization emphasize (insert core principles), is this something you can embrace and add value to? (If yes) How so?

Working Conditions/Pay and Benefits

R Y G

Please describe your typical workday. Take me through the time you get up and what you do throughout the day.

Are there any specific schedule considerations we need to discuss?

Insert custom question highlighting key/unique aspects of working conditions for this position. Would they be a problem for this individual?

Career Plans/Needs

R Y G

What are your future career goals and personal aspirations?

Where do you see yourself in the short term? In the intermediate term? In the long term?

Location

R Y G

Are there any preferences or limitations to working in (position location)? Short term, intermediate term and long term, where do you see yourself geographically?

(If applicable) What other locations might you be interested in if you were to work with us?

Wrap-Up

R Y G

Do you have anything else you would like to tell me that would help me know you better?

Is there anything further that you'd like to ask me in regard to the position we've discussed, our organization or other important considerations for you in evaluating a successful fit for you?

Optional Additional Questions:

Interview Close

- + If appropriate, provide to the candidate more information about your organization.
- + Review the next step of the selection process with the candidate.
- + Thank the candidate for their interview and time. Fond farewell.

Conclusion

1. Review and compare the candidate's Talent Intensity Index® to the TalentFit® Interview.
2. Determine the "FIT."

Career Investment Discussion Pre-Work

Support and Equipment

What are the basic needs (equipment, information, etc.) and support this individual will need in order to be most effective?

Relationships

What are the key areas in which I can invest to maximize the strength and effectiveness of this person's relationships — with me, their team, their customers and our organization?

Communication

How can I ensure effective dialogue and communication is established and maintained with this individual?

Recognition

What forms of recognition will be most appropriate and impactful for this individual when they are achieving success and impact? What are their most basic and most powerful motivations to achieve?

Performance Planning

How can I best set clear and effective expectations, performance standards and growth strategies to support this individual?

Train and Develop

What are the key knowledge and skill areas for which I should provide further training? Key areas where this individual's talents can be best positioned and developed? Critical impact partners and strategies?

Career Plans/Needs

What are the career needs and goals for this individual in the short term (one to three years), intermediate term (three to five years) and long term (over five years)?