



TECHNICAL REPORT SERIES

*Structured Interviewing*



## LeaderMorphosis Technical Report Series – Structured Interviewing

A structured job interview is an assessment method to measure job-related competencies of candidates by systematically inquiring about their **BEHAVIOR** in past experiences. It can more than double the accuracy of a hiring decision over an unstructured interview.

### I. Structuring the interview

The domain model provides a simple structure that, if fully covered when interviewing a candidate, can ensure coverage of all key performance aspects of the target job.

Domain model:

- A. **Business** – Skills associated with processing and using information  
Example question: Can you give an example of a time when you had to make a difficult strategic decision. What steps did you follow in making the decision?
- B. **Leadership** – Skills associated with leading and managing others  
Example question: Can you provide an example of when you had to set the performance expectations for a team you were responsible for leading. How did you go about setting those expectations?
- C. **Interpersonal** – Skills associated with building relationships and collaborating  
Example question: Sometimes a relationship with a business colleague needs attention to improve the effectiveness of the relationship. Can you describe a time when you had to reach out and improve the working relationship with a colleague?
- D. **Intrapersonal** – Self-regulatory skills associated with one’s approach to work  
Example question: We often must overcome setbacks in the work place. Can you describe a time when you experienced a setback and had to demonstrate resilience in overcoming the setback?

Tips for a 60-minute interview:

- 3 interviews (interviewers)
- At least 2 questions per domain
- 6-7 questions in a 60-minute interview
- 2 interviewers per question (overlap)
- Agree on question strategy (interview guide)

## II. Questions and responses

Behavioral questions that require the candidate to cite specific examples of something he or she has done in the past produce the most reliable and accurate results. When recording responses, the STAR method can be very helpful in guiding the candidate in how to respond and structure the way the interviewer records responses.

STAR method:

- A. ST (Situation) – Ask the candidate to describe the situational circumstances associated with the behavioral example.
- B. A (Action) – Ask the candidate for the specific steps he or she took as a part of the behavioral example.
- C. R (Results) – Ask the candidate for the outcome(s) that occurred as part of the behavioral example.

Tips for collecting STARS:

- It is fine to let the candidate know that you would like the response in STAR format
- Make sure the candidate describes what ‘he or she’ did and NOT what “we” did
- Results tend to be offered in general terms ... try to get specifics
- Use probes to seek more details with any aspect of the STAR
- One good STAR is often more valuable than several general ones

## III. Scoring

A simple scoring model can bring a quantitative element to the interview process and add to the ability of the interviewer to describe the candidate’s interview performance in a more objective manner.

Scoring Model:

- A. Exceeds Expectations (3) – The candidate provided a behavioral example(s) that exceeds the performance requirements of a person demonstrating effective performance of the behaviors or skills associated with a domain.
- B. Meets Expectations (2) – The candidate provided a behavioral example(s) that meet the performance requirements of a person demonstrating effective performance of the behaviors or skills associated with a domain.
- C. Below Expectations (1) – The candidate provided a behavioral example(s) that was below the performance requirements of a person demonstrating effective performance of the behaviors or skills associated with a domain.

Tips for scoring:

- Rating should be done at the domain level
- Indicate a preliminary rating for the domain during the interview
- Give a final rating after reviewing your notes immediately following the interview

- Make sure the STAR(s) notes are clear enough to defend your rating

#### IV. Data Integration

Data Integration is the key to arriving at an accurate evaluation of a candidate. Data integration involves all those who interviewed the candidate getting together and systematically reviewing the candidate’s interview performance. The easiest way to accomplish this is to prepare a data integration flip chart for each candidate.

Data Integration flip chart:

<b>Candidate:</b>				
<b>Position:</b>				
<b>Date:</b>				
<b>Domain</b>	<b>Interviewer 1</b>	<b>Interviewer 2</b>	<b>Interviewer 3</b>	<b>Overall</b>
Business				
Leadership				
Interpersonal				
Intrapersonal				

Tips for data integration:

- Use a flip chart so ratings can be posted for all interviewers to see
- Ratings should be (3) Exceeds; (2) Meets; (1) Below
- Interviewers should post all their ratings at the beginning of the discussion
- Each domain should be discussed with an overall rating arrived at through consensus
- Interviewers can use their STARS to defend their ratings
- A single overall rating can be a simple sum of the domain ratings or through consensus
- Multiple candidates can be compared using the domain profile or a single overall score

#### V. Additional suggestions:

Tips for an effective interview:

- Review the job requirements in advance
- Develop a set of questions that cover the domains
- Agree on which interviewer will ask which questions
- Conduct data integration session as soon after the interviews as possible
- Use the data integration session to note any key decision factors

Watch outs for an effective interview:

- Minimize the stress of the interview
- Control the time and follow the interview guide
- Avoid asking or commenting on anything that is NOT job-related
- Don’t talk too much
- Don’t “sell” the company, answer candidate questions honestly