The Face-to-Face Interview Guide

This report is designed to help you compare the profile of Candidate XXXX to the behavioral job demands for the XXXX role.

It will assist the interviewer in developing an interview strategy that probes more deeply into on-the-job behaviors.
Most recruiters lack depth in screening and assessments causing the Hiring Team to have to waste time screening the candidate’s background in a phone screen or spend half the in-person interview asking the candidate about accomplishments, industry relationships, budget and P&L experience, etc.

With NextGen you can be assured that comprehensive screening, documented details, and assessments were completed and already reviewed by your team. The shortlist is generally 2-3 candidates and that interview should focus on **TWO ITEMS:**

- **Getting to know each other**  – is the chemistry there?

- **Interview should be forward-looking**  – what the candidate can/will do to meet and exceed the performance objectives of the role
Before the interview

- Review job requirements, the candidate’s résumé and The McQuaig Word Survey®.
- Telephone screen the candidate to clarify skills and fit.
- Review the interview questions and get an understanding of what to expect in the responses.

Interview Structure (1 hour interview)

- **First 5 Minutes**: Offer a refreshment, develop rapport; make the candidate feel comfortable, discuss areas of common interest.
- **Next 5 Minutes**: Inform candidate of interview structure; provide a brief overview of your company and the role but do not describe specific qualities that you seek in the ideal candidate.
- **Next 40 minutes**: Candidate provides information about job history. If the candidate has questions, defer to the end of the interview.
- **Final 10+ minutes**: Candidate asks questions. Discuss the great opportunity that your company provides, but also make them aware of the possible challenges the successful candidate may face.
After the interview

Review your notes, add detail, score responses and make a recommendation.

**Interview Tips**

- Be on time and ensure no interruptions from phones, email, people.
- The candidate should be doing 80% of the talking.
- Do not read questions to the candidate — ask them in a casual, friendly tone.
- Take brief notes, but maintain eye contact and smile often.
- Be non-judgmental — the interview is for information gathering, not decision-making.
Graphical Summary

Key to Behavioral Scales

| DOminant ↔ | Competitive, Goal Oriented ↔ |
| ACcepting: | Deliberate, Cautious          |
| SOciable ↔ | Empathetic, Extroverted ↔     |
| ANalytical: | Logical, Task Oriented        |
| RELaxed ↔  | Patient, Reliable ↔ Restless, |
| DRiving:    | Pressure Oriented             |
| COmpliant ↔ | Conscientious, Detail Oriented|
| INdependent: | ↔ Strong Minded, Persistent   |

Summary of Job Fit: STRONG MATCH

The profile and factor scores of Candidate XXXX produce a strong behavioral match to The Job Survey. However, other factors such as attitudes, emotional maturity, intelligence, skills and abilities must be probed thoroughly to understand his capabilities fully.
Analysis of Job Fit

Below we compare his real profile to the behavioral job demands.

**Dominant « Accepting: Strong match**
Candidate XXXX falls within the desired range on this scale.

**Relaxed « Driving: Strong match**
Candidate XXXX falls within the desired range on this scale.

**Compliant « Independent: Strong match**
Candidate XXXX falls within the desired range on this scale.

**Sociable « Analytical: Does not match**
Candidate XXXX is well outside of the desired range on this scale.

Overview

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<tr>
<th>Job: XXXX</th>
<th>Candidate: Candidate XXXX</th>
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<tr>
<td>Success in this position requires someone who is...</td>
<td>Candidate XXXX is...</td>
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<td>▪ Extraordinarily competitive, ambitious, goal oriented, even aggressive, needing constant challenges and opportunities</td>
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<td>▪ Restless and energetic, impatient with the status quo</td>
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<td>▪ Independent, persistent and dislikes being supervised</td>
<td>▪ Somewhat independent, preferring to avoid working under supervision</td>
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<td>▪ Basically analytical, slightly more interested in methods than people</td>
<td>▪ Very logical, analytical and task oriented, much more interested in ideas and methods than people</td>
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Strengths Analysis

Candidate XXXX has scored within the desired range on the Dominant <-> Acceptance scale.

**Dominant**
This job calls for a leader with a very high level of dominance and competitiveness.

Positive Examples
- has set challenging goals for self and team
- has encouraged healthy competition among staff
- has taken calculated risks
- has confronted performance issues quickly
- has assumed responsibility
- has fostered team participation.

VS. Too Dominant
- has been too aggressive with team
- has forged ahead irresponsibly.

Or Not Dominant Enough
- has avoided competitive situations
- has ignored performance issues
- has been risk-averse.

☑️ Tell me about a risky decision you made within the last year.
☑️ Give me an example of a time when you found it difficult to get staff members to share your vision and goals.
☑️ Tell me about a time that you had to take charge of an unwieldy group.
☑️ Were you ever disappointed with the performance of one of your staff members? How did you handle it?

**Summary: Dominant Trait**

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Strengths Analysis

Candidate XXXX has scored within the desired range on the Relaxed <-> Driving Scale.

Driving
This job calls for a leader who is driving.

Positive Examples
• has been excited about new opportunities and transferred that excitement to staff
• has acted quickly
• has sought change
• has responded well to pressure
• has set a fast pace
• has set tight, but reasonable deadlines.

VS. Too Driving
• has over-pressured staff
• has tried to manage too many projects at once

Or Not Driving Enough
• has not been a change agent
• has not been able to motivate staff
• has not prioritized.

✓ Give me an example of a particularly successful change you recently implemented.
✓ Give me an example of how you instill a sense of urgency in your staff.

Summary: Driving Trait

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Strengths Analysis

Candidate XXXX has scored within the desired range on the Compliant <-> Independent Scale.

**Independent**
This job calls for a leader who is independent.

Positive Examples
- has faced up to resistance
- has made difficult decisions
- has shown determination while remaining open to others’ ideas
- has kept team focused
- has been innovative and encouraged outside-the-box thinking in his/her team.

VS. Too Independent
- has been stubborn
- has been too opinionated to foster open communication.

Or Not Independent Enough
- has not been strong in defending the team
- has given in
- has rarely challenged procedures.

✔ Tell me about a situation recently where you stood up for one of your staff.
✔ Tell me about a situation where you had to persist to get your way.

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Gap Analysis

Candidate XXXX has scored well outside the desired range on the Sociable <-> Analytical Scale.

The Job Survey calls for someone who is much less analytical than he is. To determine how this will impact job performance ask the questions below.

**Analytical**
This job calls for a leader who can display some analytical thinking

Positive Examples
- has analyzed problems logically, objectively, with a bottom-line focus
- has avoided distractions
- has not needed to be popular, just respected
- has kept relationships with staff on a professional, yet cordial level.

VS. Too Analytical
- has overlooked the personal needs of staff
- has not been able to build a cohesive team.

Or Not Analytical Enough
- has been too sensitive to make tough decisions
- has lost track of time and budget.

- Tell me about a situation recently where you had difficulty maintaining your objectivity with a staff member.
- Sometimes as Managers we have to make decisions that are difficult for others to understand. Tell me about a recent such situation.

**Summary: Analytical Trait**

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### Behavioral Summary

**Score the level of fit based on Word Survey Results and responses to Questions.**

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Total Behavioral Score (Sum of four scores above)
## Competencies

### Skills/Experience Summary

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If you spend your valuable time in interviews screening candidates about skills, experience, accomplishments, motivations, and whether they are a team fit, the RECRUITER FAILED to do his/her JOB.

NextGen provides very detailed documentation including role and team fit analysis, budgets and P&Ls, industry contacts and relationships, in-depth analysis of industry expertise including:

- patents/IP, design
  - development and go-to-market for engineering
- quota vs. actual,
  - average sales
  - volume and closure time
- for executives turn-around, analysts
  - relationships, financial (as determined by the role)
The **OBJECTIVE** of the interview should be **FORWARD – LOOKING** – does the candidate mesh well with the team and have him/her describe in detail what they would be doing moving forward.

**MOST IMPORTANT** – can the candidate **MEET** or **EXCEED** the **PERFORMANCE OBJECTIVES** of the **ROLE**?

The Face-to-Face Job Fit Interview Guide is delivered when the Client has scheduled interviews and has proven to be a valuable tool in your decision.
Contact us

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