Sample Candidate
Sample Account Executive role

INTERVIEW ARCHITECT® Express

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INTERVIEW ARCHITECT® Express is a human resources tool designed to assist employers with the interviewing process. INTERVIEW ARCHITECT® Express is not intended to constitute legal advice. If legal advice is desired, users of the materials should seek the services of competent legal counsel.

INTERVIEW ARCHITECT® Express assists employers in the selection of the best-qualified internal or external candidates. Employment laws in the country, state, province or locality in which the materials are used may contain prohibitions with regard to certain inquiries during the pre-employment interview process. Lominger Limited, Inc. cannot be responsible for implementation and use of the materials that deviates from these legal requirements. Users of the materials should become familiar with applicable laws restricting the types of inquiries which can be made in pre-employment interviews and use the materials accordingly.
This text area may be used to communicate with your interviewers. This is a customized text box to record any information.

You may use this area to provide context around the job or a reminder of the job description.

You may also use this area for giving interviewing tips to perhaps less skilled or experienced interviewers.

You may also want to communicate to the interviewer what the next steps will be for the candidate to be sure this is communicated at the conclusion of the formal parts of the interview itself.
### Dealing with Ambiguity (2)

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn’t upset when things are up in the air; doesn’t have to finish things before moving on; can comfortably handle risk and uncertainty.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Tell me about a time when you had to make a decision and the information available was totally inadequate.*
- [ ] Give me an example of how your work habits change when you don't know exactly what to do.

**SITUATION** (Record main points to describe situation.)

### LEARNING PROBES:

**A. ACTIONS** How did you approach it? How did you do it? *(Listen for specific action steps.)*

**B. THINKING** Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

**C. OUTCOME** What was the result? What was the impact?

**D. LEARNINGS** What did you take away from that experience? *(Listen for principles or rules of thumb.)*

**E. APPLICATION** Describe a time when you used those lessons in different situations.

### IDENTIFY THEMES FROM CANDIDATE’S RESPONSES: (Check all that you are hearing.)

**NEGATIVE THEMES TO WATCH OUT FOR:**
- Inflexible; doesn’t make changes along the way
- High need for analysis and information before acting
- High need for structure and data
- Strong need to finish everything before moving on
- High need to stay in comfort zone

**POSITIVE THEMES TO LOOK FOR:**
- Gathers information and experiments
- Comfortable not having a complete picture before acting
- Willing to take chances; moves forward
- Flexible, adaptable; will shift gears
- Maintains calm in uncomfortable situations
- (Overuse) Takes action and makes decisions without enough data

### OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

- [ ] Clearly misses requirements
- [ ] Less than requirements
- [ ] Meets requirements
- [ ] Exceeds requirements
- [ ] Far exceeds requirements
- [ ] Overuses

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Candidate: Sample Candidate  
Position: Sample Account Executive role  
Interviewer: HR  
Date of Interview:  

**Composure (11)**

Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

**MAIN INTERVIEW QUESTION:** (Pick one.)

- [ ] Describe a crisis you had to handle.*
- [ ] Describe a time when you were ordered by a person in power to do something that you didn't want to do.*

**SITUATION** (Record main points to describe situation.)

**LEARNING PROBES:**

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? *(Listen for principles or rules of thumb.)*

E. APPLICATION Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE'S RESPONSES:** (Check all that you are hearing.)

- Balanced description of situation; uses objective language
- Self-awareness—aware of own emotions at the moment
- Able to work through a situation without showing anger or irritation
- Knows the danger signs when he/she is about to let emotions guide actions; can describe triggers and manage them
- Clearly includes self and role in the situation
- (Overuse) Can't relate to the emotions of others; seems impersonal

**OVERALL COMPETENCY RATING:** Where would you rate this person on this competency?

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Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

**MAIN INTERVIEW QUESTION:** (Pick one.)

- **Tell me about a time when someone or something caught you by surprise and caused your goals to be blocked.*
- **Tell me about a time when you intervened to help settle a heated dispute.*

**SITUATION** (Record main points to describe situation.)

**LEARNING PROBES:**

- **ACTIONS** How did you approach it? How did you do it? *(Listen for specific action steps.)*
- **THINKING** Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*
- **OUTCOME** What was the result? What was the impact?
- **LEARNINGS** What did you take away from that experience? *(Listen for principles or rules of thumb.)*
- **APPLICATION** Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE'S RESPONSES:** (Check all that you are hearing.)

**NEGATIVE THEMES TO WATCH OUT FOR:**
- Goes silent and passive under pressure
- Lets emotions, anxieties and frustrations show
- Becomes cynical, critical and judgmental
- Gets easily overwhelmed and overreacts
- Becomes inflexible, aggressive and rigid

**POSITIVE THEMES TO LOOK FOR:**
- Balanced description of situation; uses objective language
- Self-awareness—aware of own emotions at the moment
- Able to work through a situation without showing anger or irritation
- Knows the danger signs when he/she is about to let emotions guide actions; can describe triggers and manage them
- Clearly includes self and role in the situation
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**Decision Quality (17)**

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Describe a time when you made a major decision and were really pleased with the outcome.*
- [ ] Give me an example of the decision-making process you went through to hire someone.

**SITUATION** (Record main points to describe situation.)

### LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? *(Listen for principles or rules of thumb.)*

E. APPLICATION Describe a time when you used those lessons in different situations.

### IDENTIFY THEMES FROM CANDIDATE’S RESPONSES: *(Check all that you are hearing.)*

**NEGATIVE THEMES TO WATCH OUT FOR:**

- Makes quick decisions without analysis
- Relies too much on self and close in information
- Lack of clear issue definition
- Not orderly in thinking
- Feelings play too large a role

**POSITIVE THEMES TO LOOK FOR:**

- Objectively gathers information
- Knows priorities
- Identifies key factors/themes in the decision
- Defines issues/problems clearly; sought out for advice by others
- (Overuse) Perfectionist, has overriding need to be right; analyzes excessively

### OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

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Candidate: Sample Candidate  
Position: Sample Account Executive role  
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Date of Interview:  

<table>
<thead>
<tr>
<th>Organizational Agility (38)</th>
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<tbody>
<tr>
<td>Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.</td>
</tr>
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</table>

**MAIN INTERVIEW QUESTION:** (Pick one.)  
* OK for Campus

- Tell me about a time when you needed information quickly and couldn't get it through formal channels.*
- Tell me about a time you got a new or revised policy/practice/procedure approved.*

**SITUATION** (Record main points to describe situation.)

<table>
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**IDENTIFY THEMES FROM CANDIDATE'S RESPONSES:** (Check all that you are hearing.)

**NEGATIVE THEMES TO WATCH OUT FOR:**  
- Impatient  
- Not assertive enough  
- Poor networking skills or interest  
- Poor negotiator or trader  
- Only knows own area; doesn’t care about other areas

**POSITIVE THEMES TO LOOK FOR:**  
- Knows who the informal influencers or gatekeepers are  
- Willing to bend the rules; understands organizational norms  
- Patience  
- Asks for help  
- Good networking skills  
- (Overuse) Too political; manipulative

**OVERALL COMPETENCY RATING:** Where would you rate this person on this competency?

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### Organizational Agility (38)

Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Tell me about a time when your knowledge of how to maneuver through an organization worked really well for you.
- [ ] Tell me about a time you stumbled and became frustrated when trying to get something important done in your organization.*

**SITUATION** (Record main points to describe situation.)

### LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

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Date of Interview: 

Priority Setting (50)

Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

MAIN INTERVIEW QUESTION: (Pick one.)

☐ Tell me about a time when you had to trim projects due to budget restrictions.
☐ Tell me about a time when you weren't willing to say no to a request and got overloaded.*

SITUATION (Record main points to describe situation.)

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps.)

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives.)

C. OUTCOME What was the result? What was the impact?

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E. APPLICATION Describe a time when you used those lessons in different situations.

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing.)

NEGATIVE THEMES TO WATCH OUT FOR:

 Doesn't provide focus for others
 Lacks courage to make choices
 Unable to project consequences of choices
 Wants to do everything
 Poor time manager

POSITIVE THEMES TO LOOK FOR:

 Has a logical scheme for deciding what's important
 Can project consequences of choices
 Courage to make choices or say no
 Differentiates between critical and trivial
 Communicates priorities; creates focus
 (Overuse) Inflexible; can't shift priorities; only works on one thing at a time

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?
### MAIN INTERVIEW QUESTION: (Pick one.)

- Tell me about a time when you managed a reorganization.  
- Tell me about a time when you had to deal with two important things at once.*

### SITUATION (Record main points to describe situation.)

### LEARNING PROBES:

**A. ACTIONS** How did you approach it? How did you do it? *(Listen for specific action steps.)*

**B. THINKING** Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

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<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
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Interviewer: HR  
Date of Interview: 

**Being Organizationally Savvy (K)**

Maneuvers well to get things done; maze bright; knows where to go to get what he/she needs; politically aware and agile; knows what the right thing to do is; presents views and arguments well.

**MAIN INTERVIEW QUESTION:** (Pick one.)

- [ ] Tell me about a time when you were caught in the middle of an organizational power struggle.
- [ ] Tell me about a time when you knew ahead of time you were on the wrong side of the politics of a situation.*

**SITUATION** (Record main points to describe situation.)

**LEARNING PROBES:**

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

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E. APPLICATION Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE’S RESPONSES:** (Check all that you are hearing.)

NEGATIVE THEMES TO WATCH OUT FOR:  
- Easily outmaneuvered
- Doesn’t pick up on the political motives of others
- Disapproves of/avoids politics
- Doesn’t alter approach to fit the situation
- Hesitant to use different methods to influence

POSITIVE THEMES TO LOOK FOR:  
- Views politics as an essential part of organizational life
- Willing to shift positions/change sides to get things done
- Can exert influence in different ways to fit the situation
- Frames arguments to fit the audience
- Understands the right way to ask for what he/she wants
- (Overuse) Maneuvers so much that people begin to mistrust him/her

**OVERALL COMPETENCY RATING:** Where would you rate this person on this competency?

- Cleary misses requirements
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**Candidate:** Sample Candidate  
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**Date of Interview:** _______

### Operating Skills (II)

Very skilled at getting critical things done and making things work; very resourceful and organized; good at getting things done through others, doesn't have to do everything personally; creates effective work flows and processes; strong manager of people and projects.

### MAIN INTERVIEW QUESTION: (Pick one.)

- [ ] Tell me about the most disruptive series of surprises and revisions you had to tackle on a major project or assignment.
- [ ] Tell me about a time when you were most able to catch up from falling behind and get a project back on track.*

**SITUATION** (Record main points to describe situation.)

### LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? *(Listen for specific action steps.)*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

C. OUTCOME What was the result? What was the impact?

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</thead>
<tbody>
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<td>Is resourceful</td>
</tr>
<tr>
<td>Overwhelmed by multiple competing issues</td>
<td>Anticipates obstacles</td>
</tr>
<tr>
<td>Caught off guard by roadblocks</td>
<td>Continually refines processes</td>
</tr>
<tr>
<td>Always runs out of time and resources</td>
<td>Delegates appropriately</td>
</tr>
<tr>
<td>Doesn’t fully utilize people</td>
<td>Efficiently manages multiple, simultaneous activities</td>
</tr>
<tr>
<td></td>
<td><em>(Overuse) Micromanages</em></td>
</tr>
</tbody>
</table>

### OVERALL COMPETENCY RATING:

Where would you rate this person on this competency?

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Title of a Custom Question

Context of what the skilled or correct answer would be to the custom question, or context of why you are asking this custom question.

MAIN INTERVIEW QUESTION:

☐ The custom question itself would reside here?

SITUATION (Record main points to describe situation.)

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps.)

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives.)

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OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

☐ Clearly misses requirements ☐ Less than requirements ☐ Meets requirements ☐ Exceeds requirements ☐ Far exceeds requirements ☐ Overuses

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Learning Evaluation Form

Use this summary evaluation to assess overall learning orientation at the conclusion of the competency-based interview. Consider all of the candidate's responses to all questions when completing the summary. Items on the right side of the page describe characteristics of more agile learners. Items on the left side of the page are more descriptive of passive, random or non-learners.

(Check all that you are hearing.)

<table>
<thead>
<tr>
<th>PASSIVE / NON-LEARNERS</th>
<th>ACTIVE / AGILE LEARNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes the path of least resistance</td>
<td>□ Likes challenges</td>
</tr>
<tr>
<td>Closed / internal processor</td>
<td>□ Open to ideas of others</td>
</tr>
<tr>
<td>General</td>
<td>□ Specific / detailed</td>
</tr>
<tr>
<td>Narrow in interests / sources</td>
<td>□ Many interests / sources</td>
</tr>
<tr>
<td>Avoids risks; waits; prefers staying the same</td>
<td>□ Accepts personal risks; takes the lead in first time situations</td>
</tr>
<tr>
<td>Cautious</td>
<td>□ Energetic; experimental; high drive</td>
</tr>
<tr>
<td>Closed; low interest in feedback</td>
<td>□ Asks for feedback; seeks improvement</td>
</tr>
<tr>
<td>Focus on &quot;what&quot; answers and solutions</td>
<td>□ Focus on &quot;why&quot; and how; new approaches</td>
</tr>
<tr>
<td>Planful; follows steps and process</td>
<td>□ Resourceful; gets it done somehow</td>
</tr>
<tr>
<td>Lives in the present</td>
<td>□ Comfortable projecting into the future</td>
</tr>
<tr>
<td>Doesn't spot underlying patterns</td>
<td>□ Detects essence</td>
</tr>
<tr>
<td>Can't explain ideas / concepts well</td>
<td>□ Makes the complex understandable</td>
</tr>
<tr>
<td>Likes his / her personal solutions</td>
<td>□ Helps others think things through</td>
</tr>
</tbody>
</table>

OVERALL RATING: Rate the person from 1-5, with 1 being most like the left column, and 5 being most like the right column. (Check only one)

☐ 1. Mostly Passive/Non-Learner
☐ 2. More Passive/Non-Learner
☐ 3. Mixed
☐ 4. More Agile Learner
☐ 5. Mostly Agile Learner

Comments:

________________________________________
________________________________________
________________________________________
________________________________________

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### Candidate Summary Evaluation

1. **Experience, past performance and track record** *(as it relates to doing the job)*

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
- [ ] Meets Requirements
- [ ] Exceeds Requirements
- [ ] Far exceeds Requirements

2. **Job / Functional / Technical Skills**

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
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3a. **Competencies I interviewed for** *(include comments about very high, low or overused competencies)*

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
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- [ ] Exceeds Requirements
- [ ] Far exceeds Requirements

3b. **Other characteristics related to job requirements** *(that I learned about during the interview)*

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
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- [ ] Exceeds Requirements
- [ ] Far exceeds Requirements

4. **Learning Agility**

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
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5. **Organization / Culture Fit**

- [ ] Clearly Misses Requirements
- [ ] Less than Requirements
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6. How do you rate this person relative to the standard for this position?

- [ ] Well Below the Standard
- [ ] Slightly Below the Standard
- [ ] At the Standard
- [ ] Slightly Above the Standard
- [ ] Well Above the Standard

7. Can this individual grow to reach the standard for this position in a reasonable period of time?

- [ ] 20% Sure
- [ ] 40% Sure
- [ ] 60% Sure
- [ ] 80% Sure
- [ ] 100% Sure