



INTERVIEW GUIDE

Scott Breuer

Position: Operations Leader
Company: Eastpoint
Completed: July 11, 2012
Requested By: James Wilson



The information provided by Berke is based solely on the data developed from the Berke Assessment. The information contained in this report and all other information available about any person should be considered as a whole. The Berke should never be used as the sole basis for making a hiring, developmental or promotional decision. This report is intended to be used in accordance with all applicable laws, compliance with which is the responsibility of the employer, rather than Berke Group, LLC.

Behavioral Interview Guide for Mr. Breuer

Making a decision to hire or not to hire a candidate can have long-lasting implications for the organization and candidate. Before making a decision, many factors should be considered including the candidate's work history, experience, references, fit with company culture, and perceived ability to succeed in the job.

This guide explains how to use the information from the Job Fit Report to assist you in making an informed decision about Mr. Breuer. In addition to confirming the information provided by the assessment, it will be important to ask additional questions of the candidate regarding experience, background, training, special skills, concerns, etc.

In order to conduct an effective interview, we recommend you do not give a copy of these reports to your candidate during the interview process.

STEPS

1. Review the Job Fit Report for Mr. Breuer.

Before you read further, completely review the Job Fit Report for Mr. Breuer.

2. Prepare for the Interview.

In each section of this guide, there is a suggested script for you to follow in your interview. The general idea is to read key statements to Mr. Breuer, get his reaction to the statement, and then ask a number of follow-up questions.

As you ask questions and listen to his stories, you are mentally trying to confirm and validate the assessment, expand what you know, imagine what to expect if Mr. Breuer is in the job, compare him to others or to people already in the position, and determine whether or not you wish to move forward with Mr. Breuer.

3. Conduct the Interview

The interview will begin with questions about key areas where Mr. Breuer matches the job requirements. This will be followed by questions where Mr. Breuer does not match the job requirements.

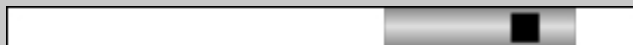
- Open the interview by building rapport with Mr. Breuer for a couple of minutes.
- Tell Mr. Breuer you are going to share information from his assessment by reading key statements to him from his Job Fit Report.
- After reading each statement to Mr. Breuer, ask him how the statement sounds to him and then get examples to validate his thinking.
- Ask probing questions. The more questions you ask, the more you will know about Mr. Breuer. Feel free to edit the questions we have provided, delete them, and add your own.

By conducting a thorough interview and considering all you know about Mr. Breuer, you will be in a stronger position to make a decision to hire Mr. Breuer or to continue your recruiting process.

Behavioral Matches

Mr. Breuer matches the targets on all of the traits in this section. As you read statements to Mr. Breuer and ask follow-up questions, listen for examples that demonstrate the fit between Mr. Breuer and the job of Operations Leader.

Structure



Ask Mr. Breuer

How does the following statement sound to you?

Mr. Breuer seeks good information, an established chain of command, and reliable methods. He tends to be thorough and conscientious in completing tasks and projects. He likes the reassurance of stable and consistent leadership and reliable rewards.

Probing Suggestions

- While you personally have the ability to operate with structure and systems, some people don't. Tell me about some times you've had to work with others who lacked this ability.
- How do you think structure and adherence to procedures can be significant contributors to success? In your experiences, how has this been of benefit to you?

Intensity**Ask Mr. Breuer**

How does the following statement sound to you?

Mr. Breuer feels a strong emotional drive to overcome difficulties in his job and to arrive at solutions. Much of this drive will be internalized and invisible to others with the exception of a rare outburst or expression.



Probing Suggestions

- All of us have times when we get frustrated with something at work. Some people express their frustration outwardly, and some keep it contained. Which one best describes how you typically react? Give me examples of a couple of situations where this has occurred.
- Think about a time when you felt your boss was not making the right decision. How did you deal with the situation?


Behavioral Mismatches

Mr. Breuer did not match the traits listed in this section. Red mismatches are significant and should be carefully reviewed.

As you read statements to Mr. Breuer and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Mr. Breuer and the job of Operations Leader.

 Assertiveness <div style="float: right;">  </div>	
<p><u>Job Fit Description</u></p> <p>The Assertiveness job target is high. People with high Assertiveness are very determined and have a strong desire to be dominant in their interactions with others.</p> <p>Mr. Breuer has lower Assertiveness. He may not be sufficiently straightforward in saying what he thinks should happen or telling others what they should do.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none"> - He may try to think through all possibilities before taking action. - He may stop to listen to the advice of others rather than assert his own sense of what needs to happen. - Others may not know or understand what he wants to happen.
<p><u>Ask Mr. Breuer</u></p> <p>How does the following statement sound to you?</p> <p>Mr. Breuer is a conservative person who will work best with clear direction from others. He can be comfortable accepting input and working in support of an overall effort. He is well-suited to positions that require him to carry out assignments carefully and thoroughly.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none"> - As someone who's less inclined to be pushy or overly demanding, how have you handled situations at work which required strong, take-charge action? Give me a few examples. - There are lots of ways people act when faced with the need to be assertive. How have you been able to use your ability to "step back" and assess a situation to your advantage? Give me a few examples where you've done this. - In the past, what situations have you found to be most challenging when you needed to be highly assertive? How did you handle them? Give me a few examples. 	

- Responsiveness <div style="float: right; border: 1px solid black; width: 150px; height: 15px; background: linear-gradient(to right, black 20%, white 20% 80%, white 80%);"></div>	
<p><u>Job Fit Description</u></p> <p>The Responsiveness job target is high. People with high Responsiveness are very expressive, spontaneous, and impatient. They tend to prefer a fast pace and like lots of things happening at once.</p> <p>Mr. Breuer has lower Responsiveness which means he may prefer a slower and more controlled pace at work.</p>	<p><u>Considerations</u></p> <ul style="list-style-type: none"> - Others, especially impatient people, may see him as too deliberate in his actions and decision making. - He may be overwhelmed if too many things are happening at a rapid pace. - He may have challenges conveying a sense of urgency and enthusiasm.
<p><u>Ask Mr. Breuer</u></p> <p>How does the following statement sound to you?</p> <p>Mr. Breuer is calm and measured in his response time. He is not highly excitable or outwardly reactionary. He has good tolerance for routine, repetition and a predictable schedule of activities.</p> <p><u>Probing Suggestions</u></p> <ul style="list-style-type: none"> - Setting priorities and managing a reasonable number of items can sometimes be a challenge. When faced with lots of tasks, how do you prioritize and handle them? Tell me about some times you've faced this challenge in your past work. - Given your past experiences, how important is it for you to have a job where you're able to prioritize and control the number of activities you manage? Give me examples where your workload has been both reasonable and not-so-reasonable in your past work. - If given a choice between working on many things at once or being able to concentrate on a few tasks and see them through to completion, where would you be most comfortable? What examples of each situation can you think of in your past work? 	

▲ Sociability 	
<u>Job Fit Description</u> <p>The Sociability job target is medium. People with medium Sociability are able to meet and connect with people as well as work on their own.</p> <p>Mr. Breuer has lower Sociability. He is much less motivated to seek out interactions or find connections between himself and others.</p>	<u>Considerations</u> <ul style="list-style-type: none">- He may have to push himself very hard to meet people and establish some kind of contact with them.- Constantly interacting with others will be stressful for him. He will benefit from having periods of time alone during the work day.
<u>Ask Mr. Breuer</u> <p>How does the following statement sound to you?</p> <p>Mr. Breuer does not require a high degree of social activity, and he enjoys periods of solitude. He is most motivated when he feels needed and appreciated for his contributions, and he will be diligent about following guidelines and established procedures.</p>	
<u>Probing Suggestions</u> <ul style="list-style-type: none">- Looking at your past work experiences, how much of your success can you attribute to working with familiar people versus having to connect with new and unfamiliar ones? Give me examples of times you've found yourself having to do both of these things.- Too much people contact tends to wear out some folks, especially those who prefer an environment where they can concentrate and have quiet time. What are your thoughts on this, and what has worked best for you in past jobs?	

▲ Social Adaptability	
<u>Job Fit Description</u> <p>The Social Adaptability job target is low. People with low Social Adaptability will have a strong tendency to say or do what they think is right without taking into account how others might respond to their actions.</p> <p>Mr. Breuer scored well above the Social Adaptability target. He may have a strong need to modify his reactions or responses in order to placate others.</p>	<u>Considerations</u> <ul style="list-style-type: none">- He may not voice his opinions forcefully.- He may not say something important if he feels someone may not like it.
<u>Ask Mr. Breuer</u> <p>How does the following statement sound to you?</p> <p>He tends to be accommodating and adaptable in his relationships. He is generally not one to impose his ideas or expectations on others and will usually conform to group consensus.</p> <u>Probing Suggestions</u> <ul style="list-style-type: none">- Keeping people happy at work is certainly a worthwhile objective. There are times, however, when we have to make decisions which displease others. Think of times when you might have had to do this about some of the most recent ones. What were the outcomes of these situations?- Tell me about the three most difficult people you've had to deal with in the workplace. These could be people inside or outside your company. How did you handle them, and what were the results?	