

Shadowmatch Interview Pack

Interview for Name Surname

Date: 19 October 2009

Time: 8:00 am

Interviewed by Lizette Bester

Interview Panel**Facilitator**

Lizette Bester - Specialist Consultant (SME)

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Interview Panel

Pieter De Villiers - Specialist Consultant (SME)

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Interview Guidelines

Any interview should be conducted with the highest level of respect. You are therefore requested to read through the following guidelines and sign this page as an indication of your commitment to comply with these guidelines.

Please note that NO Shadowmatch results page, profile or individual report is allowed in the interview room. The interview should be conducted without having real-time insight into the candidates Shadowmatch graph or written report.

1. **One Panel Spokes person (Facilitator):** The panel must appoint one panel member that would handle the entire interview, ask all the questions and facilitate the discussion should any panel member want the interviewee to provide additional information. The facilitator takes the additional responsibility of ensuring that all the interview documents from each panel member are properly filed and that the panel scores are entered on the Shadowmatch system. One extra panel member needs to be present when these scores are entered.
2. **Only one question:** The facilitator will allow every panel member to pose only one question to the interviewee during the interview.
3. **Discipline and time.** The panel members are requested to read through all the questions prior to the interview. All panel members need to be at the interview venue at least ten minutes before the start of the interview.
4. **Listen very carefully:** An interview is more about listening than talking. Please listen very carefully to what is asked. Pay careful attention to the way in which the interviewee reacts to the question and presents him/herself.
5. **Be honest, consistent and fair.** Please ensure that you score the way in which the interviewee deals with the question in a honest and fair manner. Evaluate what the interviewee says as well as the confidence and clarity of his/her answer. If you feel that the interviewee couldn't react positively and clearly to the question, you should score any point between 1 and 3. This indicates that the interviewee either didn't listen to the question, that he/she didn't understand the question or that he/she presented the information in a misleading and unclear manner. A point of 4 - 7 should be scored when you assess a positive, clear, honest and convincing approach by the interviewee. A score of 8, 9 or 10 would indicate that you are very impressed with the way in which the interviewee handled the question.
6. **Make notes.** You need to keep record of exactly what the interviewee said in response to each question. These notes must be such that you can, at any time after the interview, recall exactly what the interviewee has said.

Never write down your opinion or what you thought the candidate had said or even what you would like the candidate to have said. Be meticulous and precise in capturing the exact dialogue.

7. **Motivate your score.** Briefly motivate your assessment of the answer and the prime reason for the score you've given the candidate on each question. This motivation must be very short, something like: 'Candidate too vague' or 'candidate didn't answer the question' or 'candidate didn't convince me'.
8. **Read the question to the interviewee.** The facilitator should read the question to the candidate without interpreting it, helping the candidate to understand it or even indicating to the person what the panel would like to hear for an answer. Should the interviewee request it, the facilitator could repeat the question once only. The interviewee could ask for the question to be skipped in order to deal with it at the end of the interview. If the candidate returns to the question and he/she still cannot provide an answer, the interviewee scores zero for that question.
9. **Be positive but neutral.** Project a friendly, positive but neutral body language and tone of voice. Don't ever show that you experience frustration, irritation or any form of negativity towards the process and the candidate. Always stay friendly, quiet and neutral, immaterial of what is said. Never allow the interview to become an entertainment event. Some interviewees are very clever manipulators. They turn the interview into a laughing session with the idea that they might score good points.
10. **Signatures:** Please sign that you have read this page and that you agree to abide by these guidelines. Don't forget to sign that you have completed the interview sheet.

I, _____, have read the Interview Guidelines and agree to abide by them.

Signature

Date

Question 1: Please describe a situation when you had to work as part of a team and tell us what your experience was.

Notes:

Score Motivation:

1

2

3

4

5

6

7

8

9

10

Not Impressed

Acceptable

Good to Excellent

Question 2: Please describe a situation when you had to work as part of a team and tell us what your experience was.

Notes:

Score Motivation:

1

2

3

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10

Not Impressed

Acceptable

Good to Excellent

Question 3: Tell us about the best leader that you have ever worked with. What in your mind were the characteristics that made this person such a great leader?

Notes:

1

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Not Impressed

Acceptable

Good to Excellent

Question 4: Could you give us an example of a task you've decided to hand to others to do? Tell us why you've handed this task to other people and what your experience of this process was.

Notes:

1

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Not Impressed

Acceptable

Good to Excellent

Question 5: Helping people without expecting any reward is not always easy. Have you ever done this? If yes, tell us about it. What was the situation and how did you approach the challenge?

Notes:

Score Motivation:

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Not Impressed

Acceptable

Good to Excellent

Question 6: When we are in a conflict situation we tend to either ignore it by running away, or we try to address the reason for the conflict and resolve the situation in the best interest of all. What do you do? Please explain by means of an example.

Notes:

Score Motivation:

1

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3

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9

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Not Impressed

Acceptable

Good to Excellent

Question 7: What do you do if your situation demands extreme levels of discipline and adherence to predefined actions and time-lines? Please give us an example to illustrate your answer.

Notes:

Score Motivation:

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Not Impressed

Acceptable

Good to Excellent

Question 8: There is almost no job where you don't interact with people. What do you do practically to keep your interaction with people positive?

Notes:

Score Motivation:

1

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Not Impressed

Acceptable

Good to Excellent

Question 9: What do you do to keep yourself positive and to stay motivated? Please give us an example of where you had to motivate yourself?

Notes:

Score Motivation:

1

2

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7

8

9

10

Not Impressed

Acceptable

Good to Excellent

Question 10: Talk to us about your involvement in for example your society, church, club, school, politics, sport or just in general. *If Name doesn't show good reference to involvement in society, ask:*

Please share an example where you have shown involvement by actively participating in an event.

Notes:

Score Motivation:

1

2

3

4

5

6

7

8

9

10

Not Impressed

Acceptable

Good to Excellent

Final Score

Once you have finished the interview, please submit your total score to the Interview Facilitator, or by following the link provided in your email.

Question	Score
Question 1	Please describe a situation when you had to work as part of a team...
Question 2	Please describe a situation when you had to work as part of a team...
Question 3	Tell us about the best leader that you have ever worked with. What...
Question 4	Could you give us an example of a task you've decided to hand to others...
Question 5	Helping people without expecting any reward is not always easy. Have...
Question 6	When we are in a conflict situation we tend to either ignore it by...
Question 7	What do you do if your situation demands extreme levels of discipline...
Question 8	There is almost no job where you don't interact with people. What...
Question 9	What do you do to keep yourself positive and to stay motivated? Please...
Question 10	Talk to us about your involvement in for example your society, church...
TOTAL	

I, _____, herewith confirm that this interview has been conducted according to the guidelines provided in this Interview Pack and that this summary of points is a true reflection of my evaluation of the way the interviewee handled the questions.

Signature

Date