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# AccuVision™ WORKPLACE SUCCESS SKILLS

From AlignMark

## Interview Guide

For  
John Doe  
111-11-1111

Date:  
03-18-1999

Interviewer's Name: \_\_\_\_\_

Summary comments/recommendations from interview:

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## ORGANIZATIONALLY SPECIFIC QUESTIONS

In the space below, list any additional interview questions to be asked. These should include any questions needed to clarify information from the participant's resume/application, as well as questions specific to the position/organization. (Use the back of this page or insert additional pages if necessary.)

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## SUGGESTIONS FOR CONDUCTING THE INTERVIEW

### Before the session begins...

- Take the steps necessary to ensure that the session will not be interrupted. The participant should receive your undivided attention.
- Review the participant's application/resume to identify any background information that needs to be explored or clarified. List questions for these items, as well as any additional questions you intend to ask, on the sheet titled "ORGANIZATIONALLY SPECIFIC QUESTIONS."

### Starting the session...

- Attempt to establish rapport and put the participant at ease.
- Explain the general purpose and format of the interview.
- Ask for and respond to any questions the participant may have.

### Conducting the interview...

- Ask the interview questions and take notes on the participant's responses.

### Closing the session...

- Indicate that all interview questions have been covered.
- Explain any relevant follow-up activities.
- Ask for and respond to any questions the participant may have.
- Thank the participant and close the session.

### After the session...

- Evaluate the Organizationally Specific Questions and the AccuVision interview questions (including the oral and interpersonal areas). The following rating scale can be used for making these evaluations.

3 - More than acceptable  
2 - Acceptable  
1 - Less than acceptable

- Summarize the results of the interview in the space provided on the cover page.

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## GENERAL QUESTIONS

**QUESTION 1:** Assume that the following situation occurs. You have observed that a recently hired member of your work-group (Bob) is, in general, doing a satisfactory job. However, You have recently noticed that Bob is: 1. "apparently" trying to cut corners by not following the proper steps in a particular operating procedure. As a result, the performance of your whole team is starting to slide. One day, while you and your fellow workers are having lunch, Bob asks you whether you think he's doing a good job. How would you handle this situation?

**NOTES:**

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(INTERVIEWER NOTE: If respondent indicates that they wouldn't offer feedback, advise them that it's one of their job responsibilities (as a team member) to provide feedback and offer assistance when requested.)

### **SAMPLE EFFECTIVE BEHAVIORS:**

1. Suggested that negative feedback NOT be given in front of group.
2. Recognized that positive feedback should be provided in addition to negative feedback.
3. Recognized the need to point out potential consequences of Bob's behavior for Bob and the team as a whole.
4. Emphasized the need to provide task specific, constructive comments. Recognizing that each step of the procedure should be explained thoroughly and detailed corrective advise provided.
5. Demonstrated a willingness to assist or prompt Bob directly (EXAMPLE: "I'd offer to walk Bob through each step of the procedure till he got it right").
6. Demonstrated a willingness to monitor Bob's future performance and provide follow-up if necessary.

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Recommended confronting Bob in front of the other team members.
2. Avoided the problem, or demonstrated an unwillingness to deal with it directly.
3. Did not recognize the need to provide specific, task relevant comments.
4. Focused only on the negative aspects of Bob's performance.
5. Failed to suggest that Bob be encouraged to ask for assistance in the future and that follow-up be provided.

**RATING FOR RESPONSE:** \_\_\_\_\_

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## GENERAL QUESTIONS

**QUESTION 2:** Assume that the following situation occurs. You have just been transferred to a new work team, and have been attempting to take an active role in your new team's weekly meetings. You feel that, based on your past job experiences, you have a lot of good suggestions for improving the team's procedures and several ideas on how to increase productivity. At one such meeting, your fellow teammates tell you that they don't think that your past job situations are relevant to your current job. They tell you that they don't want to hear about what happened before and suggest that you concentrate more on the current situation. Specifically, they recommend that you stop talking about the way your old team used to do things and focus on the "here and now". How do you respond to your coworkers and why?

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### **SAMPLE EFFECTIVE BEHAVIORS:**

1. Recognized that while it might be necessary to decrease the number of "past" job examples used during the meetings, that past experience is indeed relevant to new work procedures.
2. Recognized that coworkers' feedback (even if seemingly unfair) is valuable, since it provides insight into how suggestions and comments are viewed.
3. Demonstrated a willingness to accept co-worker's advice and concentrate more on relating suggestions and recommendations directly to current job issues during meetings.

### **SAMPLE INEFFECTIVE BEHAVIORS:**

1. Failed to recognize that co-worker's feedback, while perhaps overstated, is valuable.
2. Demonstrated an unwillingness to deal with the "critical" coworkers because they were being unfair in their feedback.

**RATING FOR RESPONSE:** \_\_\_\_\_

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## GENERAL QUESTIONS

**QUESTION:** Assume that late one Friday afternoon, after the rest of your team has left for the day, a supervisor from another department calls. He sounds extremely upset that an order sent to his department by your team has yet to arrive. He goes on to say that he spoke to another team member (Bob) earlier, who never got back to him and failed to offer his assistance in locating the missing shipment. The supervisor threatens to call the manager of your department if necessary, and tell him personally about the missing shipment. Knowing that you won't be able to locate the shipment till Monday morning, how might you handle the current situation and what would you do in respect to Bob's behavior?

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(INTERVIEWER NOTE: If participant suggests that he'd try to locate the missing shipment right away, tell him that it's impossible till Monday morning at 9:00.)

### SAMPLE EFFECTIVE BEHAVIORS:

1. Suggested that the supervisor be personally assured that shipment would be located as soon as possible.
2. Recognized the need to listen to supervisor, empathize with problem, avoid down playing situation, voice sincere concern, etc.
3. Suggested planning a specific time to follow up with supervisor (Monday morning).
4. Recognized that, without criticizing Bob, supervisor should be told that steps will be taken to ensure that this situation will never happen again.
5. Planned to follow-up with Bob concerning proper (customer) inter-departmental service procedures.
6. Suggested alerting necessary personnel (team supervisor) of problem as soon as possible.

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Suggested telling supervisor to call back Monday.
2. Suggested telling supervisor Bob would be reprimanded or punished.
3. Failed to demonstrate a willingness to follow-up with Bob.
4. Didn't realize the necessity of alerting "own" team supervisor of problem.

**RATING FOR RESPONSE: \_\_\_\_\_**



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## GENERAL QUESTIONS

**QUESTION:** Assume that you are in the break-room at the plant. You are flipping through some trade magazines and see an article for a piece of equipment that, on the surface, seems like it would significantly improve the productivity of your team. Although the article doesn't provide very much detail about the equipment and appears to be more of an advertisement than anything else, it seems like it could easily replace the outdated equipment you are currently using. Unfortunately, the cost of the new equipment is rather expensive but you "think", based on this article, that the benefits would outweigh the costs involved. What actions would you take to handle this situation and why?

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### SAMPLE EFFECTIVE BEHAVIORS:

1. Showed initiative by recognizing the need to first gather additional information (note: lack of detail in article) to ascertain that the "better" equipment is really an improvement before going to supervisor.
2. Emphasized the need to provide supervisor with specific details (go beyond the advertisements promises) on how this equipment would improve productivity over current equipment.
3. Recognized that "own" motivation to obtain acceptance for idea needs to be balanced by cost versus benefits to company.
4. Demonstrated a desire to have idea accepted by supervisor; displayed ambition in response to "why" actions taken.

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Demonstrated an unwillingness to present information.
2. Did not recognize the need to take control of situation by independently obtaining more information on equipment.
3. Did not suggest pointing out the problems with current equipment and the need to improve.
4. Failed to acknowledge that the cost of the equipment might be a point of contention and should be addressed; did not recognize that motivation to get idea accepted must be weighed against corporate costs and benefits.

**RATING FOR RESPONSE:** \_\_\_\_\_

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## GENERAL QUESTIONS

**QUESTION:** Assume that the following situation occurs. You come to work one morning and the team supervisor calls you into his office. He tells you that he wants you to work on a project for him and finish it as soon as possible. He tells you that he's leaving the office and won't return till the end of the week. This project will take at least the rest of the day to complete. Just as you start to work on the project, you get a call from another department. It seems that an unexpected shipment of perishable items has arrived in the warehouse and the supervisor for that department is asking that everyone available help unload the shipment. You realize that this will require several hours of your time. What actions would you take to handle this situation and why?

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(INTERVIEWER NOTE: If participant asks whether he can call his supervisor, tell him he's unable to be reached.)

### SAMPLE EFFECTIVE BEHAVIORS:

1. Understood the need to prioritize responsibilities.
2. Demonstrated a willingness to adapt to unexpected changes by agreeing to help unload perishable shipment.
3. Indicated that alternate plans would need to be implemented in order to get "own" project done.
4. Recognized that adaptive decisions need to be made in support of emergent (i.e., unanticipated) situations and that flexible attitude is desirable.

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Demonstrated a rigid attitude in support of original orders from supervisor, and an unwillingness to respond flexibly to crisis situation.
2. Did not understand the need to prioritize responsibilities and suggest alternate scheduling for project completion.

**RATING FOR RESPONSE:** \_\_\_\_\_

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## GENERAL QUESTIONS

**QUESTION:** One of the most important aspects of working in a team is the ability to solve problems as a group. This usually entails the gathering, interpreting and exchanging of information with other team members; generating several alternative solutions; and selecting the best choice or answer. What do you see are the positive and negative aspects of team problem solving?

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### SAMPLE EFFECTIVE BEHAVIORS:

1. Teams can generate a significantly greater quantity and variety of solutions than any single individual.
2. The "give and take" of open discussion where opposing viewpoints and ideas are challenged and considered moves the group toward better alternatives and solutions than what could be produced by a single individual.
3. Recognized that each team member enters into the team problem-solving situation with unique viewpoints and perspectives to contribute (due to differing backgrounds and job experiences).
4. Team member concerns and opinions can be addressed, resulting in greater commitment to chosen solution; members are more dedicated to performing actions in support of final decision.
5. A good experience in a group problem-solving situation can generate enthusiasm and motivation toward eventual action in support of decision; and positive feelings about individual contribution to the group.

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Increase in time and effort it takes to make decisions.
2. Unless an open atmosphere is created, a desire for team cohesiveness can lead to the suppression of dissenting viewpoints and opinions, leading to premature agreement.
3. Dissenting opinions can deteriorate into arguments and result in a degeneration of team spirit and morale.
4. A few individuals may take over a team and dominate (i.e., overly influence) the manner in which the decision making process is conducted and final solution chosen.

**RATING FOR RESPONSE:** \_\_\_\_\_

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## ORAL COMMUNICATIONS

No questions are asked for this area. Rather, the participant is evaluated based on behaviors observed during the overall interview session.

### NOTES:

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### SAMPLE EFFECTIVE BEHAVIORS:

1. Expressed comments in a concise manner.
2. Enunciated clearly.
3. Spoke in a fluid manner.
4. Looked at interviewer when speaking.
5. Used gestures to emphasize points.
6. Expressed ideas in an easy to understand manner.
7. Used proper grammar.
8. Used voice inflection to emphasize points..

**SAMPLE INEFFECTIVE BEHAVIORS:**

1. Rambled on or was overly wordy.
2. Had slurred speech.
3. Was overly hesitant or choppy when speaking.
4. Failed to maintain eye contact when speaking.
5. Expressed ideas in a manner that was difficult to follow and/or understand.
6. Made grammatical errors.
7. Spoke in a monotone and/or failed to use gestures.

**RATING FOR RESPONSE:** \_\_\_\_\_



# AccuVision™ WORKPLACE SUCCESS SKILLS

## INTERPERSONAL

No questions are asked for this area. Rather, the participant is evaluated based on behaviors observed during the overall interview session.

### NOTES:

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### SAMPLE EFFECTIVE BEHAVIORS:

1. At the start of the session, offered a polite and enthusiastic greeting.
2. As appropriate, used amenities such as "please" and "thank you."
3. Maintained a polite, courteous, and enthusiastic demeanor during the session.
4. Actively listened to the interviewer's comments (e.g., maintained eye contact while listening, nodding while listening, etc.).
5. At the close of the session, expressed appreciation for the interviewer's time and consideration.

### SAMPLE INEFFECTIVE BEHAVIORS:

1. Asked questions in an abrupt or curt manner.
2. Displayed little enthusiasm or politeness.

RATING FOR RESPONSE: \_\_\_\_\_