



James Smith

Interview Guide

Nov 1st 18



Introduction

Purpose

This interview guide has been customised and contains the competencies and interview questions selected as most relevant to the role. These interview questions will help you evidence the candidate's competency potential as assessed psychometrically by Lumina Select, as well as establish if the candidate fits the requirements of the role.

Each competency score is comprised of the key personality qualities shown to drive (or undermine) performance in these competencies. Lumina Select identifies and evaluates competency potential considering three individual scores, each measured on a 1-5 scale.



Effective

The degree the candidate has the qualities that **drive the competency**



Blockers

The degree the candidate has qualities that may **inhibit the competency**



Overextended Use

The degree the candidate has qualities that may **overplay the competency**

On the next page, more information on interpreting the three scores and how to consider these in the interview is provided.



The information contained in this guide is intended for the interviewer and should not be fed back to the candidate during the interview.

Reviewing and Scoring

Each competency can be scored on a 1-5 scale. At the back of this interview guide you will find a summary scoring sheet where you can mark the scores for each competency assessed. There is also space for you to write evaluative comments and provide your recommendation. We highly recommend all scoring is completed independently by each interviewer before being integrated.

Interpreting 'Effective' scores

This score reflects whether the candidate has the natural preferences and behavioural tendencies that can help drive that competency. The qualities that underpin the competency scores are comprised of the underlying persona (natural preference) and everyday persona (behavioural tendencies and learned skills) combined. These qualities have been selected due to their positive relationship with greater performance in that competency. It is very unlikely that the candidate will be high on all the 'effective scores' nor is this something that should be expected. As scores are driven by personality we would expect competency potential in some areas and not for others. A candidate should ideally have strengths in the competencies deemed to be most important to the role and for this to be well evidenced in their interview responses.

Interpreting 'Blocker' scores

This score reflects whether a candidate possesses qualities that risk undermining effective competency potential. It is driven by the Overextended Qualities that have been shown to have the strongest negative relationship with performance on that competency. It's more typical to see a higher blocker score coupled with a lower 'effective' score. However, when coupled with a higher effective score it suggests that they do have strengths that are aligned to this competency although there may be times when the competency is likely to be more challenging for them and may require more effort, particularly under pressure. When you notice a higher blocker score you may wish to probe into this in a more general level by asking into their perceived development areas, or more specifically about what they found most challenging in a certain scenario related to that competency.

Interpreting 'Overextended' scores

This score reflects how the candidate may overuse a strength. It is not uncommon that when we have a very strong quality we may be inclined to overplay it from time-to-time and so overextended use is more common in candidates who also have a high 'effective' score. While less common, there may be occasions where the candidate has a high overextended use score but a lower effective score. This may reflect an overcompensation for this missing strength, typically triggered by pressure and where they feel compelled to act in a way they may not be natural for them. When you see an Overextended Use score again you may wish to listen out for any evidence of this and again to see if they are self-aware and recognise the limitations of this. You may wish to probe into this by asking if there are any downsides to the strengths they've outlined in their answer.

Interview Questions

The following section lists relevant qualities for this interview, and questions you can ask that pertain to each quality, and how it relates to the candidate.

Understanding competency questions



Joshua Sample Interview Guide 29 - 05 - 2018

Competency **Adapting to Change**

Competency explanation This competency requires a flexible approach and willingness to evolve in changing environments.

Blocked, effective, overextended scores

Qualities which define how blocked / effective / overextended the competency is



Questions

Interview questions

- Question 1
- Question 2
- Question 3
- Question 4
- Question 5
- Question 6

Area for notes **Notes**

Your score for how evident the competency is for this candidate **Interviewer's score**

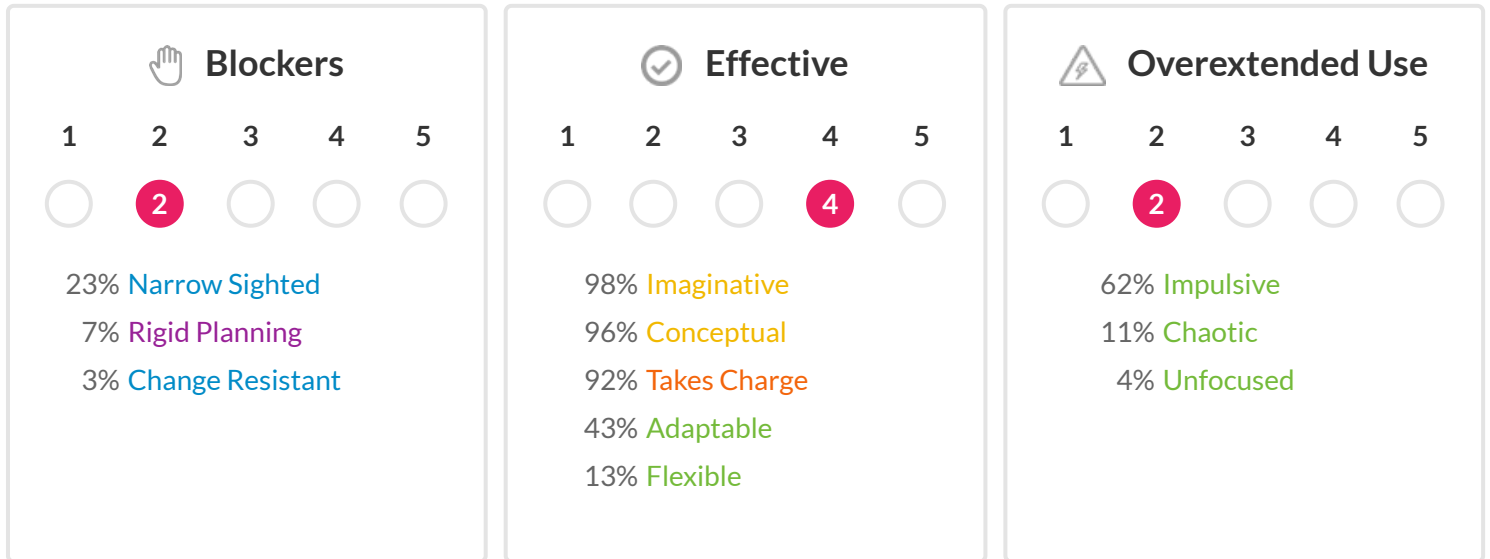
(little evidence) 1 2 3 4 5 (strong evidence)

Facilitated by Sample Practitioner



Adapting to Change

This competency requires a flexible approach and willingness to evolve in changing environments.



Questions

- Describe how being adaptable led you to accomplish a goal.
- Describe a setback that occurred while you were actively working on a project, how did you handle it?
- Do you prefer to work on many projects at once or focus on a just a few in-depth? How much variability do you like in your day-to-day routine?

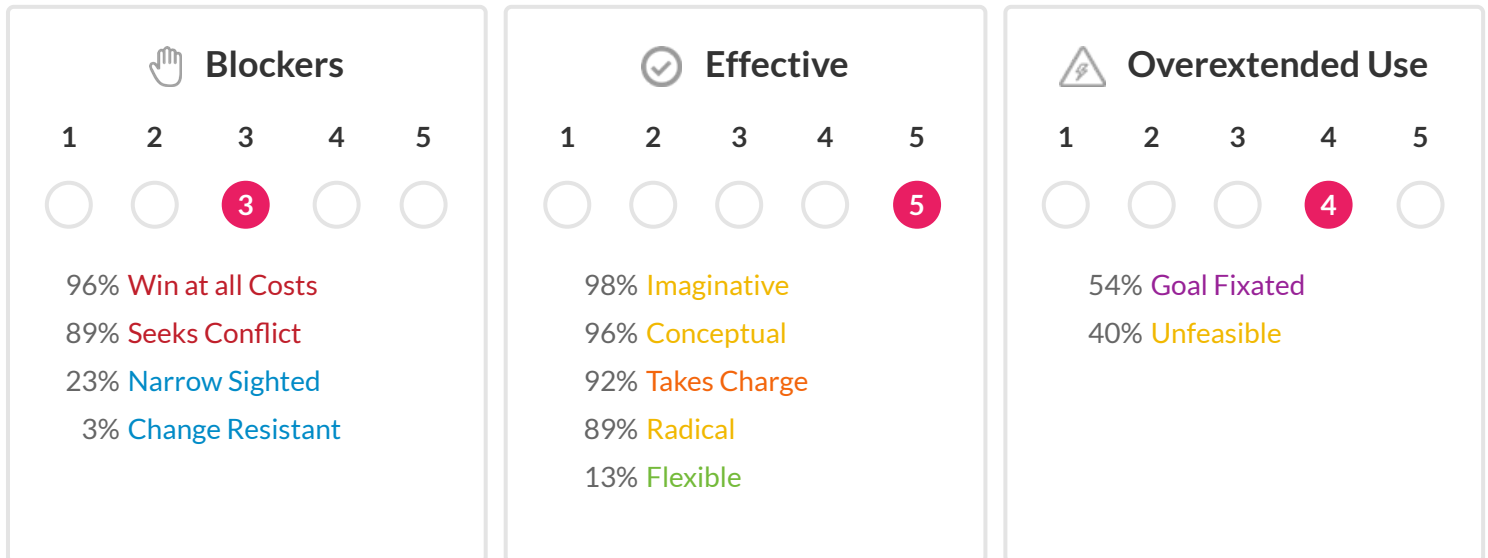
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Agile Learning

Applying an exploratory and curious approach, underpinned by a willingness to experiment, take risks and try unconventional methods. Relishing new challenges that takes one out of their comfort zone in the pursuit of learning.



Questions

- What would you say was the best piece of constructive criticism you ever received?
- Give me an example of a time when you conquered a fear of yours? How did you do it?
- What one skill would you like to improve and what's your plan for doing so?

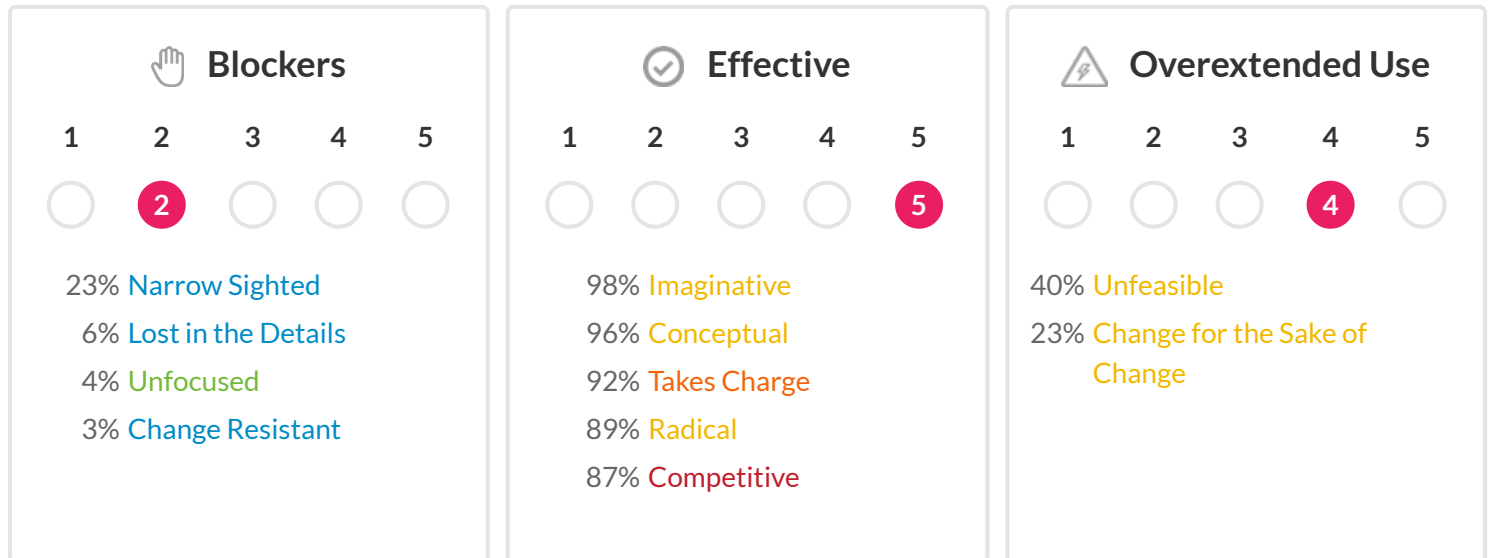
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Conceptualising Strategies

Having a broad vision aligned to a keen strategic mind. Being able to detect patterns and shifts in the market as well as having the capability to plan towards accomplishing long-term goals.



Questions

- What key strategic decisions did you take in your previous role? How do you feel about them now?
- What's the biggest strategic risk you have taken? How do you feel about taking risks?
- How often do you set long-term goals at work, and how often do you assess if you are on track to meet these goals?

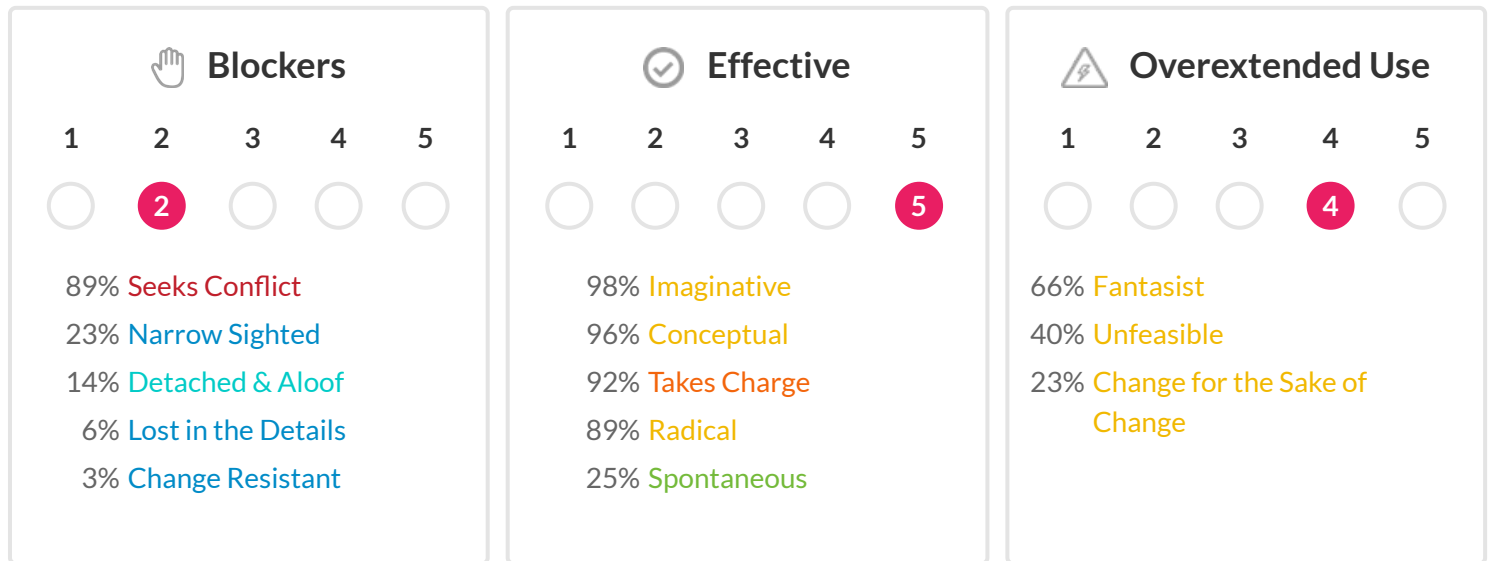
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Fostering Creativity

Being imaginative, exploring of new ideas, coming up with new ways of solving a problem and innovating.



Questions

- Describe a time you inspired the organisation to adopt a new approach or idea. What was the outcome?
- Give an example of a time when you had to think outside the box on a task, what was the outcome?
- Have any of your creative ideas not been accepted? Why not?

Notes

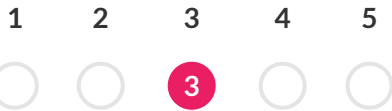
Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Working under Pressure

Being resolute and composed under stressful situations. Having the ability to maintain focus and showing resilience in the face of adversity as well as taking a direct approach in handling of conflict.

Blockers



96% **Win at all Costs**
 21% **Serious & Withdrawn**
 11% **Chaotic**
 4% **Unfocused**

Effective



96% **Conceptual**
 96% **Tough**
 92% **Takes Charge**
 79% **Reliable**
 78% **Purposeful**

Overextended Use



60% **Controlling**
 54% **Goal Fixated**

Questions

- What situations do you find most challenging or stressful?
- When was the last time you felt under pressure at work, what was the result?
- Tell me about a time when you fell short of your own expectations, what did you learn?

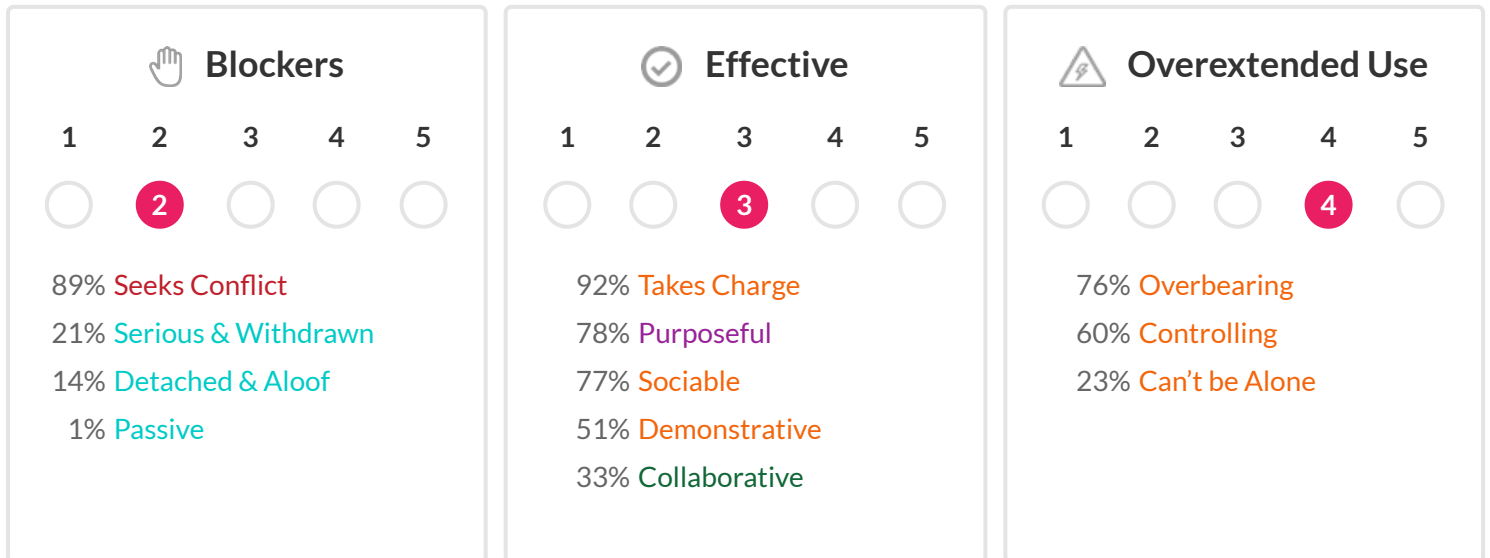
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Engaging and Energising

Sharing enthusiasm and motivation for one's work with colleagues as well as inspiring others. It is about interacting proactively and building professional networks.



Questions

- Describe a situation where you needed to inspire others. What was the outcome?
- How comfortable are you at engaging and energising others? Do you have an example of where this was successful?
- How do you feel about initiating new contacts? Tell me about a time when you created an opportunity by initiating a new work contact?

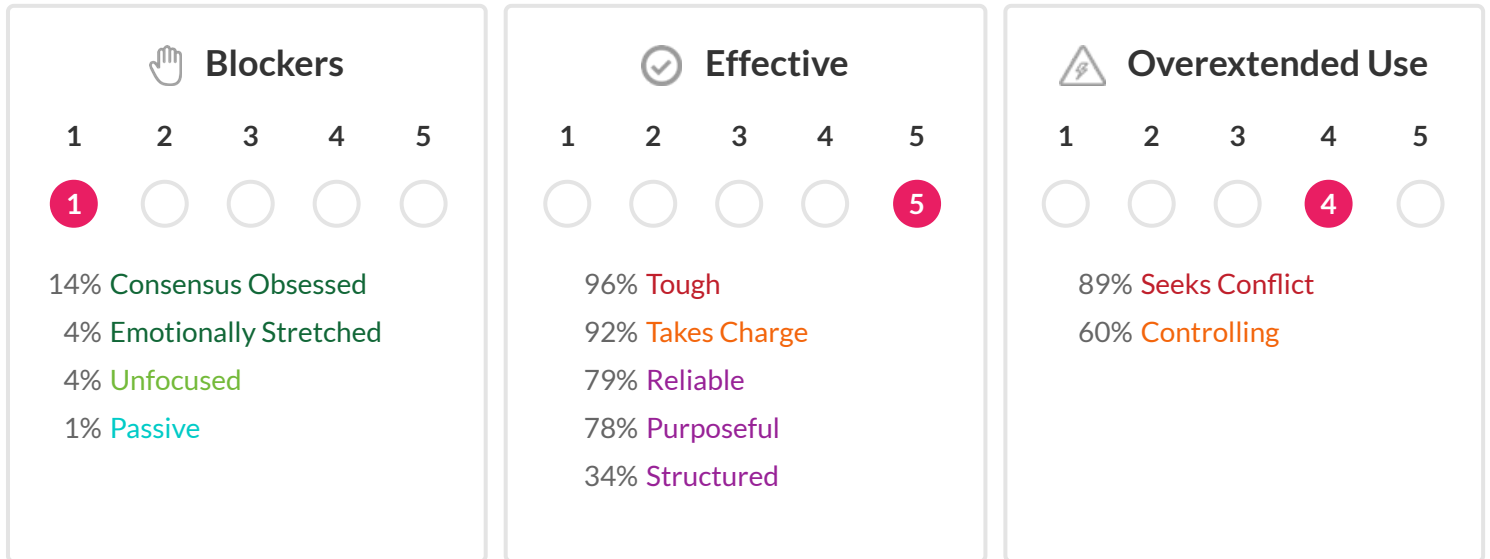
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Providing Direction

This capability centres on making quick, decisive decisions and showing strong leadership and management skills.



Questions

- What personal experiences have you had that have helped you to become a good leader?
- Have you ever had to delegate responsibility in a group? How did you go about this?
- Tell me about a time you had to lead the team on an important project, how did you do this and what was the outcome? Did you enjoy the experience?

Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Purposeful Argumentation

Being persuasive and convincing by projecting confidence when speaking out and challenging others.



Blockers



21% Serious & Withdrawn

4% Acquiescing

4% Unfocused

1% Passive



Effective



99% Logical

96% Tough

92% Takes Charge

78% Purposeful

51% Demonstrative



Overextended Use



89% Seeks Conflict

76% Overbearing

60% Controlling

Questions

- Describe a situation where you did not agree with your colleagues? What did you do and what was the outcome?
- How comfortable would you say you are with conflict? Can you illustrate with an example?
- Talk to me about a subject you class as difficult or complex but you know well.

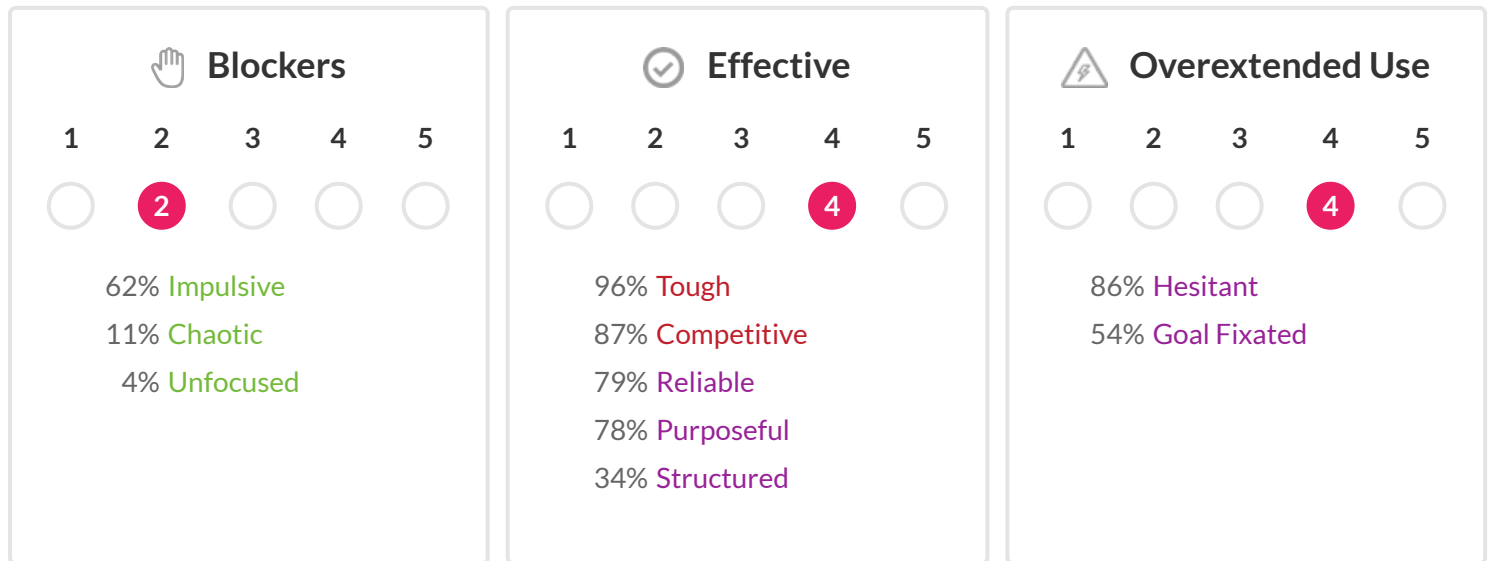
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Pursuing and Achieving Goals

This competency is about being ambitious, persevering and focused in order to achieve targeted results.



Questions

- Which of your professional accomplishments are you most proud of? What did you do to achieve it? What would you do differently if you had to do it again?
- Would you say you are goal-focused? Tell me about a time where you showed persistence and tenacity in achieving a goal.
- Describe how your personal qualities help you achieve your goals? Do you have any qualities that may stop you or slow down the route to achieving your goals that you would like to work on?

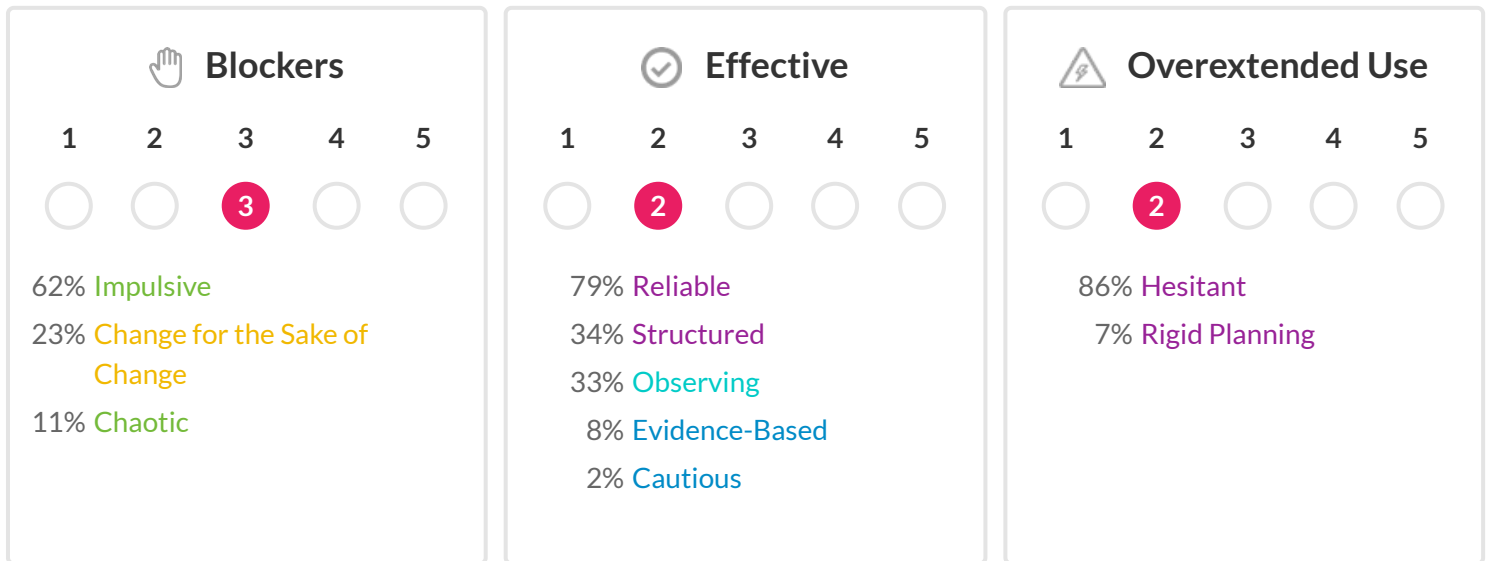
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Planning and Organising

This capability is centred around being an effective and prompt planner.



Questions

- Do you prefer working in a routine and structured way, or in a more flexible and explorative way?
- How important is it to you to create and stick to a plan? How much value do you place on always meeting your commitments, even under pressure?
- Do you enjoy structuring and planning tasks? When have you been responsible for planning a complex task?

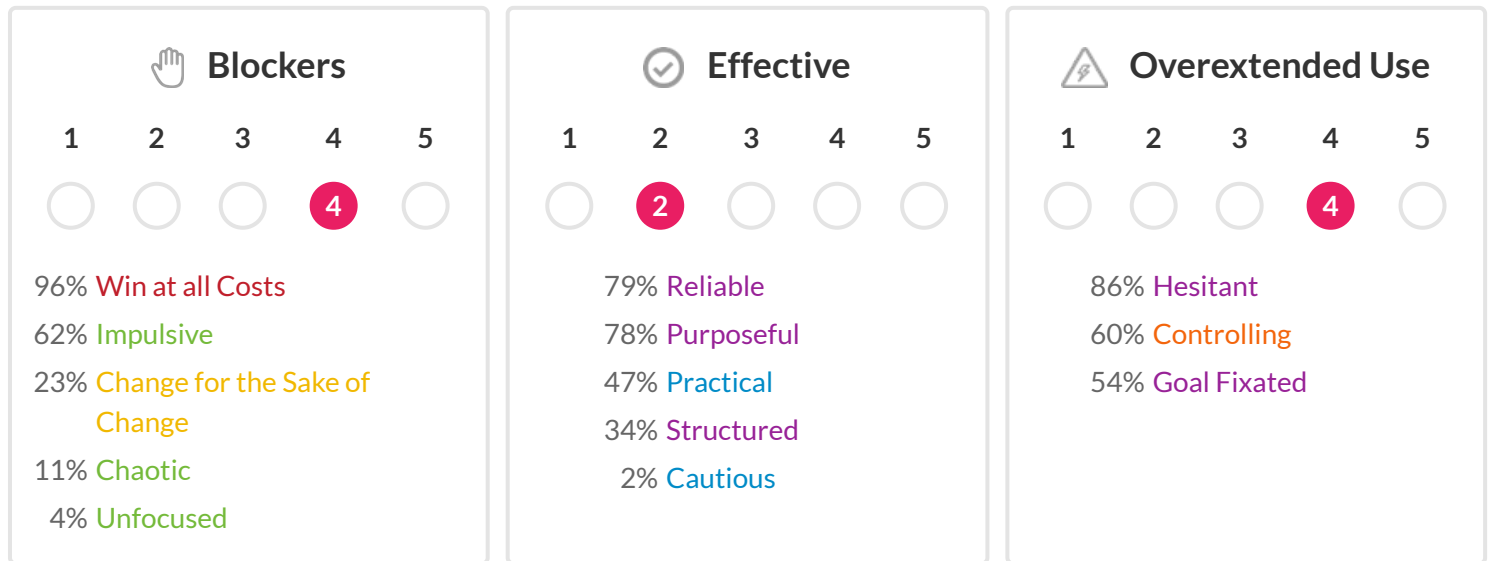
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Ensuring Accountability

Being disciplined, maintaining a consistent work ethic, being responsible and customer-oriented.



Questions

- Would you rather provide work that is late but exceptional or good and on time?
- Describe a time where you showed strong initiative. What was the outcome?
- Tell me about a time you were accountable for an important project? What personal qualities help you ensure accountability?

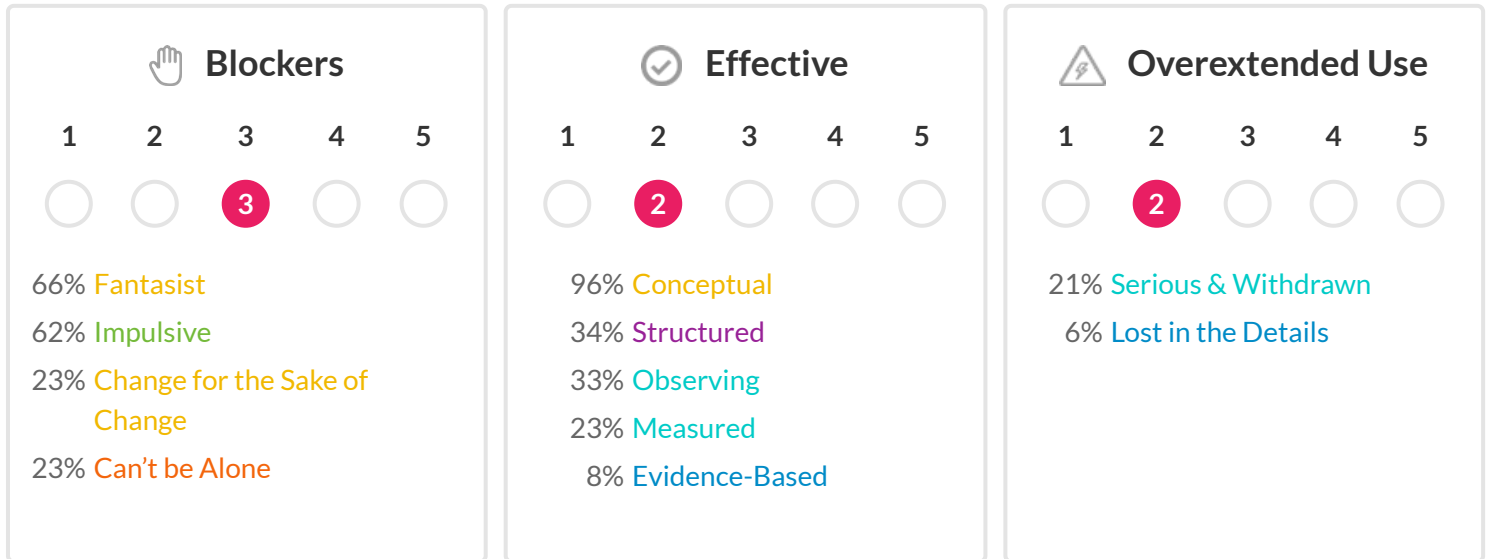
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Gathering and Analysing Information

Being analytical and thorough when gathering and verifying information in order to solve problems effectively.



Questions

- When was your in depth analysis particularly useful to informing an important decision?
- Do you enjoy analysing a problem in depth or do you prefer to focus on the bigger picture?
- Can you tell me of a time when you had to analyse a complex problem? Describe the steps of your analysis? What actions were taken based on your analysis?

Notes

Interviewer's score

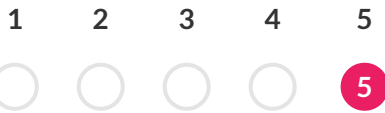
(little evidence) 1 2 3 4 5 (strong evidence)

Supporting Others

Being compassionate and attentive to others by showing active listening and providing support to colleagues.



Blockers



98% **Argumentative**
 96% **Win at all Costs**
 89% **Seeks Conflict**
 21% **Serious & Withdrawn**



Effective



77% **Sociable**
 33% **Collaborative**
 15% **Accommodating**
 13% **Flexible**
 1% **Empathetic**



Overextended Use



86% **Hesitant**
 4% **Emotionally Stretched**
 4% **Acquiescing**

Questions

- How willing are you to sacrifice your own needs to support another colleague?
- Give an example of a time where you were proud of the support you gave someone. What was the outcome?
- If someone comes to you with something urgent but you are very busy, how do you typically respond?

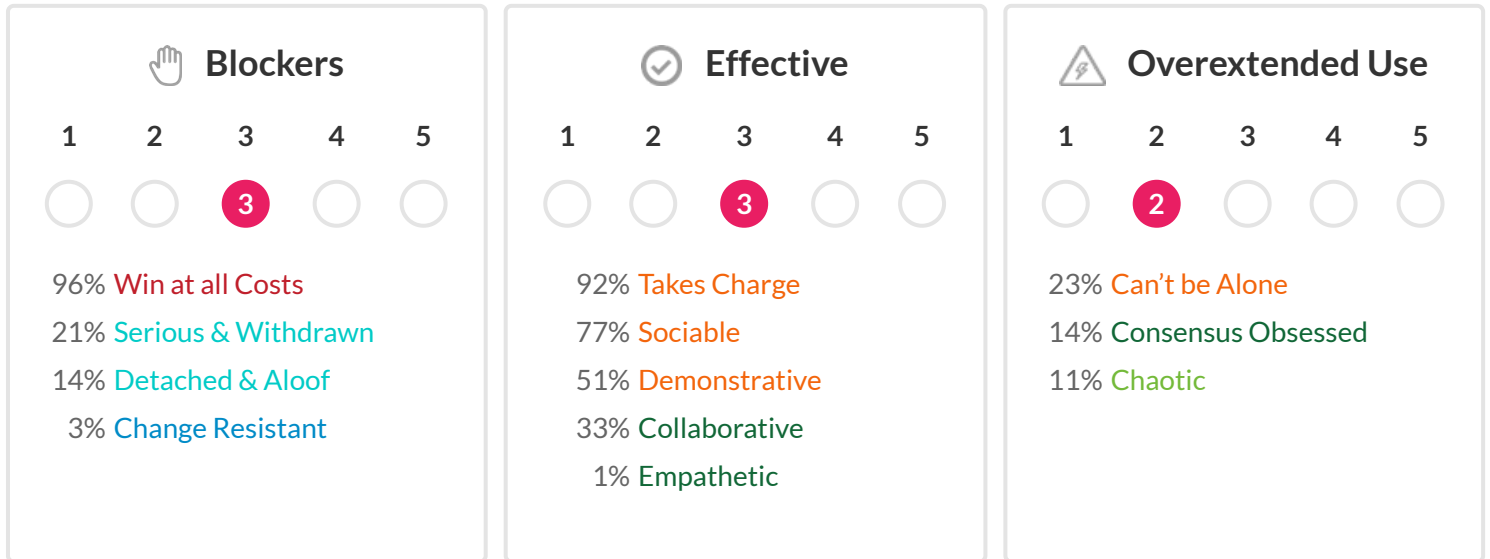
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Coaching and Developing Others

Empowering and encouraging others to develop by motivating and mentoring them.



Questions

- Tell me about a time where you gave a colleague positive feedback, how was this delivered?
- Is mentoring others something you are interested in? If so, when have you done this in the past?
- How would you tell a colleague that they were underperforming?

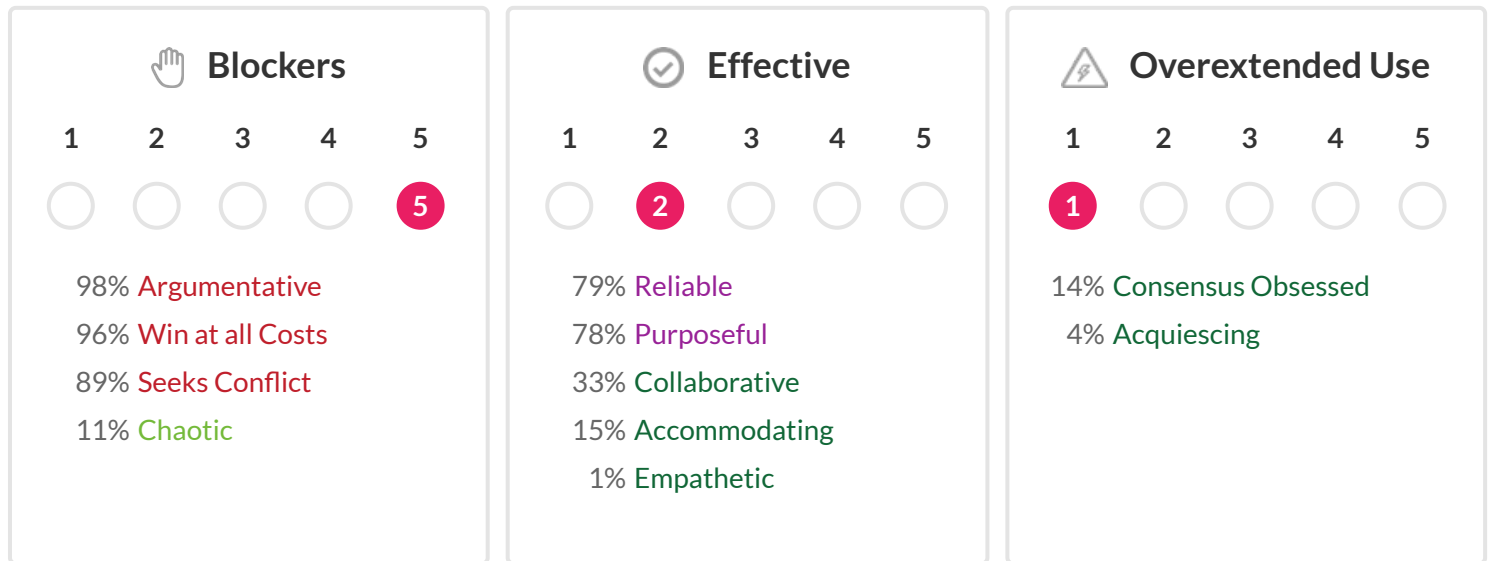
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Working Together

Team working and collaborating with colleagues as well as showing organisational commitment.



Questions

- What do you think your colleagues would say is the best thing about working with you? And the worst?
- Give me an example of a time you went the extra mile for the team, why did you feel this was necessary?
- Give me an example of a time where you and a colleague had opposing views on approaches, how did you overcome this?

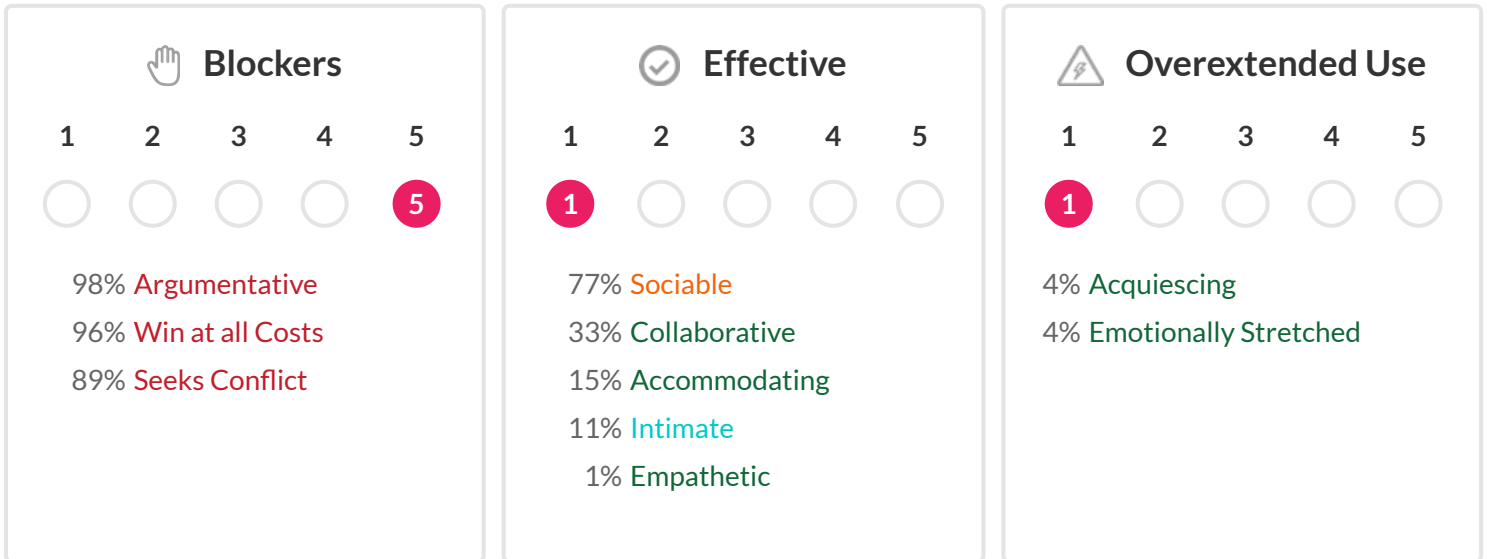
Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Being Interpersonally Astute

Showing understanding of others, building rapport and managing emotions effectively.



Questions

- Describe a time when knowing what another person valued helped you work more effectively together?
- Is it important to you to always express your true feelings, or do you prefer to hold back at times? Why?
- Have you ever felt the need to adapt your personal style for someone else's benefit?

Notes

Interviewer's score

(little evidence) 1 2 3 4 5 (strong evidence)

Summary - Interview Scores

Fill out this section to get an overview of the candidate's scores for each interview question.

★ Competencies important for role	Interview Score (1-5)
Adapting to Change	<input type="text"/>
Agile Learning	<input type="text"/>
Conceptualising Strategies	<input type="text"/>
Fostering Creativity	<input type="text"/>
Working under Pressure	<input type="text"/>
Engaging and Energising	<input type="text"/>
Providing Direction	<input type="text"/>
Purposeful Argumentation	<input type="text"/>
Pursuing and Achieving Goals	<input type="text"/>
Planning and Organising	<input type="text"/>
Ensuring Accountability	<input type="text"/>
Gathering and Analysing Information	<input type="text"/>
Supporting Others	<input type="text"/>
Coaching and Developing Others	<input type="text"/>
Working Together	<input type="text"/>
Being Interpersonally Astute	<input type="text"/>

Summary - Review and Recommendation

Candidate Name: James Smith

Role applied for: Kafue Consultants

Interviewer Name(s):

Interview Date:

Evidence Against

Evidence For

Overall Comments

Recommendation

Yes

Unsure

No