

The Three- Dimensional Interview

Evaluating for Capability, Commitment and Chemistry

Preview Only

Facilitator Guide

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Letter from the President

Thank you for selecting this VisionPoint program to meet your training needs. This program has been used and approved by trainers and organizations in several industries and has been updated to reflect current laws, best practices and trends in the workplace.

We're committed to providing you with resources! Reproducible participant materials, video scripts, optional activities and other valuable materials are available to you at www.visionpoint.com. Resources are updated and added regularly so check back while preparing for any new training session.

We're here to support you through the entire training experience! Should you have any questions before, during or after any training session, please feel free to contact us at trainer@visionpoint.com or the VisionPoint TrainerTALK™ helpline, 800-300-8880 x302. Our master trainers, course developers and TrainerSelect™ team are available to answer questions, share ideas, facilitate training and customize materials to meet your needs.

Thank you again for choosing VisionPoint! If there is anything I can personally do to make your experience of working with us and our programs more enjoyable or effective, please feel free to contact me directly.

Sincerely,



Laura E. Bernstein

Program Overview

This program provides participants with the skills and knowledge they need in order to effectively conduct a consistent, structured interview process to hire candidates that are the best “fit” with the job requirements and the organization’s culture.

Traditionally, organizations have selected candidates based only on their “fit” with the skills and knowledge required to perform successfully in a job. However, research has shown that the primary reason employees do not succeed after hire is their failure to “fit” with the organization’s culture, not a lack of necessary job skills and knowledge. An organization’s ability to select candidates for both job fit and culture fit ensures a significant improvement in employee performance, satisfaction, retention and commitment to the job and the organization. Hiring for both job fit and culture fit requires that interviewers use a consistent, structured process to explore for three critical dimensions: capability (skills and knowledge to do the job), commitment (personal motivation to do the job) and chemistry (individual values and work styles that are compatible with the organization’s culture).

Program Benefits

For the participants:

- Increased effectiveness at preparing for and conducting consistent, structured interviews
- Improved ability to evaluate job candidates fairly and objectively
- Improved ability to conduct a legally-compliant interview and evaluation

For the organization:

- Improved ability to hire the right people for the job
- Development of a larger pool of qualified talent to fill future job opportunities in the organization
- Improvement in employees' performance, satisfaction and commitment to the organization
- Increased retention of qualified employees
- Decreased turnover due to lack of "fit" with the job and/or the organization's culture
- Avoidance of legal issues associated with interview processes
- Creation of a positive external image for the organization

How to Use this Training Kit

This training kit is designed to provide all the information and materials you need to conduct an effective training session.

The complete package includes:

1. This *Facilitator Guide*, which contains multiple agenda options
2. *Facilitator Resources*, which contain optional activities, handout masters and additional suggestions to assist facilitators
3. PowerPoint® slides, flipchart masters and other reference information, available as online resources*
4. Reproducible *Participant Materials*, found both in this kit and as online resources*
5. Reproducible *Self-Study Guide*, available as an online resource*
6. VHS video: *The Three-Dimensional Interview*
7. DVD**
 - *The Three-Dimensional Interview* video
 - *SMART-START® Interviewing: Hire the Right Person* video
 - Content Expert interview
 - TrainerTALK™ interview
8. One Trainer Pack** (10 highlighter pens, 10 notepads, 10 name tents, 10 certificates of completion)

*To access online resources for this program, visit www.visionpoint.com. From the Resources menu, select **Program Resources**. Login and select the program title from the list. If you do not see this program title listed, please contact trainer@visionpoint.com.

** These items included in the Complete Kit only (not the Basic Kit).

If you are an experienced training professional, use this guide as a starting point as you prepare for training, and be sure to insert your own style, experience and examples into the session. If you are new to training or the program content, follow the step-by-step instructions, and use the scripted language to help you stay focused on the key points and facilitate an effective session.

As you prepare for a session, be sure to select the agenda option that best meets your organization's training needs, and review the agenda from beginning to end. Determine whether you will use any of the optional activities provided in the *Facilitator Resources*, and if so, where you will insert them. Estimated timeframes for each agenda option assume a group size of 8–15 people. If your session will have fewer or more participants, it is important to review each step of your agenda and decide how to best modify discussions and activities to accommodate your group size.

There is always more than one way to approach setting up and positioning activities. This guide provides best practices, based on trainer review and general market needs. Should you have any questions about how to best conduct a particular activity for your organization's unique needs, please contact our TrainerTALK™ helpline at 800-300-8880 x302 or trainer@visionpoint.com. VisionPoint's master trainers and TrainerSelect™ team are happy to answer questions, share ideas and help customize materials.

Overview of Agenda Options

This *Facilitator Guide* provides step-by-step instructions for both a one-hour overview and a half-day workshop.

You can reinforce key points, customize the training to your organization or provide follow-up training by selecting from among several optional activities that give participants the opportunity to practice and apply what they are learning.

Suggestions for prework and optional activities can be found in the *Facilitator Resources*.

The matrix on the next page will help you select the agenda option that is best for your training session.



The Three-Dimensional Interview

Selecting the Agenda Option that is Best for Your Training Session

		Learning Activities					
		Video	Discussion Opportunities	Self-Assessments	Key Concepts in Detail Through Activities	Case Studies	Guided Application
One-Hour Overview	This agenda introduces key concepts through video and discussion. It is ideal for organizations that want to provide participants with an introduction to conducting an interview that allows an interviewer to get a complete picture of a job candidate.	X	X				
Half-Day Workshop	This agenda provides ample opportunity for exploration of key concepts. It is ideal for organizations wanting to provide thorough coverage of the material and plenty of time for discussion and skill development about conducting an interview that allows an interviewer to get a complete picture of a job candidate.	X	X	X	X		X
Self-Study	Self-study materials are available as an online resource and are ideal for individuals who missed training or are new to a work group that has previously gone through training on this topic.	X		X	X		X
Supplementary Options	Optional activities are provided in the <i>Facilitator Resources</i> to expand learning experiences.		X		X		X

Agenda for One-Hour Overview

This agenda is designed to introduce important information about preparing for, conducting and evaluating a three-dimensional interview (a consistent, structured interview process that evaluates for three dimensions: capability, commitment and chemistry), using video and discussion. The *Participant Materials* are not used in this agenda option. You may want to provide participants with a copy of *Handout #1 – Overview of the Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry*, found in the *Facilitator Resources*, as a reference and take-away.

Step	Item	Time
#1	Arrival of Participants	N/A
#2	Getting Focused	10 minutes
#3	<i>The Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry</i> (Video and Discussion)	45 minutes
#4	Wrap up the Session	5 minutes

Total Estimated Time: 60 minutes

Step 1

One-Hour Overview Arrival of Participants

Time it takes:

From the time you show up until you start the workshop

What it is about:

Managing the environment and getting people settled

What you will need:

- *Handout #1 – Overview of the Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry* (optional)
- Markers
- Name tents

How to do it:

1. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.
2. Greet participants as they enter the room.
3. Ask each participant to use a marker to write his/her name on a name tent (both sides) in letters that are big enough for everyone to read.

Step 2

One-Hour Overview Getting Focused

Time it takes:

10 minutes

What it is about:

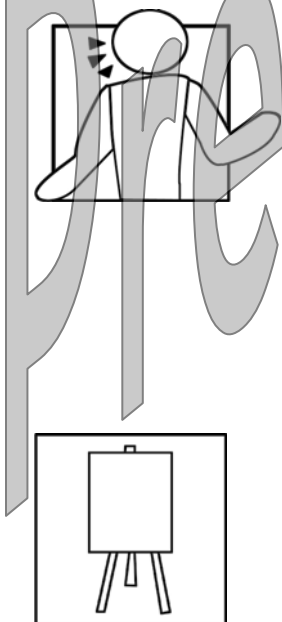
Introducing the learning objectives and what participants will experience and learn

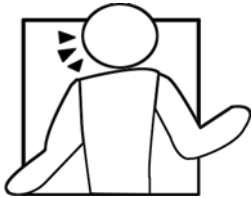
What you will need:

- Flipchart paper

How to do it:

1. Introduce yourself in whatever way you think is appropriate and welcoming.
2. Go over session logistics, including:
 - How long the session will take
 - Where the restrooms and emergency exits are located
 - Ground Rules
 - Parking Lot
3. Introduce the workshop. Say: **Today you're going to participate in a workshop that focuses on the structured interview process you need to follow and the skills you need to use to hire the right person for a job.**
4. Ask: **Why is it important for our organization to hire the right person for the job?**
5. Post the participant's responses on a flipchart.





6. Refer to the responses and say: **Hiring the right person for the job is a critical factor in ensuring our organization's success.**
7. Share any available organization-specific information that will help further emphasize and position the importance of the workshop for participants.
8. Transition to Step 3 (The Three-Dimensional Interview Video and Discussion) by saying: **Because the job interview process is the primary way we identify candidates who are the best fit for a position and for our organization, we need to conduct the interview effectively. The workshop today will help you identify the steps and skills involved in using the interview process effectively to help you hire the right person.**

Step 3

One-Hour Overview The Three-Dimensional Interview Video and Discussion

Time it takes:

45 minutes

What it is about:

Viewing the video and discussing key concepts

What you will need:

- *Handout #1 – Overview of the Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry* (optional)
- Video: *The Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry*

How to do it:



1. Introduce the video by saying: **You're going to see four friends—Rachel, Keith, Maggie and Greg—who are at Rachel's house for an afternoon party. You'll hear that one of Rachel's employees just resigned, which gets the four friends talking about the three-dimensional interviewing process that will help her hire the right person. They'll discuss what a three-dimensional interview is and the three steps involved in conducting a three-dimensional interview effectively. If you'd like, make some notes or jot down any questions you have on Handout #1 as you watch the video.**



2. Start the video. Play it all the way to the end.

*[Facilitator Note: If you are using the DVD, select **The Three-Dimensional Interview** (full program) menu option.]*

3. Discuss the video by selecting questions from the following list:

- **What is meant by a “three-dimensional interview”?**

[Possible Responses: a consistent, structured process that allows us to explore for three dimensions of job success—capability, commitment and chemistry; an interview that allows the interviewer to see all sides/get a complete picture of a candidate]

- **How does the three-dimensional interview help you hire the right person for the job?**

[Possible Responses: it allows you to interview not just for a candidate’s ability to do the job but also for a candidate’s “fit” with the job and organization]

- **What are the three steps in the three-dimensional interview?**

[Possible Responses: prepare for the interview; conduct the interview; evaluate the interview]

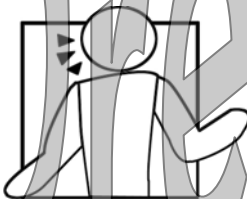
- **What actions should you take to prepare for the three-dimensional interview?**

[Possible Responses: identify the specific skills, knowledge, attitudes, values and work styles needed for the job; develop legal interview questions; determine the order in which you will ask the questions; review

Step 4

One-Hour Overview Wrap up the Session

- Time it takes:** 5 minutes
- What it is about:** Summarizing and evaluating the effectiveness of the training
- What you will need:** No materials required
- How to do it:**



1. Wrap up the session by saying:
Please take 30 seconds to think about what we have covered today. What are two things you can take back to the job and implement immediately? Please turn to the person next to you and tell him/her what you plan to use. Now what were some of the things you said, or someone said to you, that you liked?
[Ask for volunteers to share their ideas.]
2. Summarize by saying: **Remember that hiring the right person for the job—someone who can do the job and fit within our organization’s culture—requires a consistent, structured interview process that evaluates for three dimensions: capability, commitment and chemistry.**
3. Thank the participants for taking time out of their busy day to attend the session.

Agenda for Half-Day Workshop

This agenda provides ample time to discuss key concepts in detail. Times indicated below include two 15-minute breaks. Remember to add more time if you include any of the optional activities found in the *Facilitator Resources*. This agenda uses all pages of the *Participant Materials*.

Step	Item	Time
#1	Arrival of Participants	N/A
#2	Getting Started	15 minutes
#3	Getting Focused	10 minutes
#4	<i>Preparing for the Three-Dimensional Interview</i>	60 minutes
	Suggested Break	15 minutes
#5	Practice Preparing for the Three-Dimensional Interview	60 minutes
#6	<i>Conducting the Three-Dimensional Interview</i>	45 minutes
	Suggested Break	15 minutes
#7	<i>Evaluating the Three-Dimensional Interview</i>	25 minutes
#8	Wrap up the Session	10 minutes

Total Estimated Time: 255 minutes

Step 1

Half-Day Workshop Arrival of Participants

Time it takes:

From the time you show up until you start the workshop

What it is about:

Managing the environment and getting people settled

What you will need:

- Markers
- Name tents
- PowerPoint® Slide 1 (optional)
- Video: *SMART-START® Interviewing: Hire the Right Person* (optional)

How to do it:

1. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.
2. Display Slide #1 on the screen or begin playing the *SMART-START®* video 15 minutes prior to the session start time.
3. Greet participants as they enter the room.
4. Ask each participant to use a marker to write his/her name on a name tent (both sides) in letters that are big enough for everyone to read.



Step 2

Half-Day Workshop Getting Started

Time it takes:

15 minutes

What it is about:

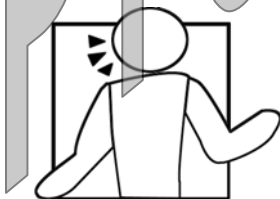
Introducing the topic, workshop logistics and each other

What you will need:

- *Ground Rules* flipchart page
- *Parking Lot* flipchart page
- *Participant Materials*
- PowerPoint® Slides #1–2
- Flipchart
- Video: *SMART-START® Interviewing: Hire the Right Person* (optional)

How to do it:

1. Introduce yourself in whatever way you think is appropriate and welcoming.
2. Go over session logistics, including:
 - How long the session will take
 - When there will be breaks
 - Where the restrooms and emergency exits are located
 - Ground Rules
 - Parking Lot
3. Introduce the workshop. Say: **Today you're going to participate in a workshop that focuses on the consistent, structured interview process you need to follow and the skills you need to use to hire the right person for a job.**



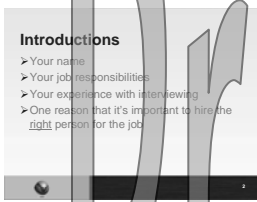


4. Hand each participant a set of *Participant Materials* and say: **Before we move to an activity where you'll each get a chance to introduce yourself, let's take a few minutes to fill out the Pre-Assessment on page 1 of your materials. Just fill out the Pre-Assessment column for now. At the end of the workshop, we'll complete the Post-Assessment column, and you'll be able to compare your ratings.**

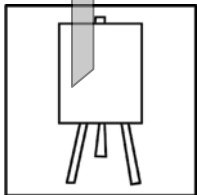
[Give participants two minutes.]

5. Transition to participant introductions by saying: **Now that I have introduced the workshop and you have each had a chance to complete the Pre-Assessment in your materials, let's get to know one another.**

6. Display Slide #2 and say: **Please introduce yourselves to us by sharing your name, job responsibilities, experience with interviewing and one reason that it's important for our organization to hire the right person for the job.**



7. Post the participant's responses on a flipchart.
8. Refer to the responses and say: **As you can see, hiring the right person for the job is a critical**



Step 3

Half-Day Workshop Getting Focused

Time it takes:

10 minutes

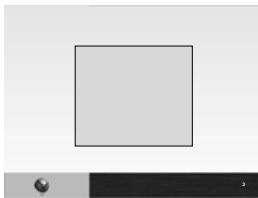
What it is about:

Introducing the learning objectives and what participants will experience and learn

What you will need:

- *Participant Materials*
- PowerPoint® Slides #3–7

How to do it:



1. To get people focused, display Slide #3 and ask:

What is this?

[Possible Responses: a square; a shape; a four-sided figure]

2. Continue by saying: **That's right. It's a square.**

3. Display Slide #4 and ask: **What is this?**

[Possible Responses: a cube; a box]

4. Say: **That's right. This is a cube. In looking at the cube, what do you see now that you didn't see before?**

[Possible Responses: more sides; all sides; a different view; a complete picture; what it really is]

5. Say: **What's the difference between the first object (the square) and this object (the cube)?**





[Possible Responses: the square is one-sided but the cube is multi-sided; the square is one-dimensional but the cube is three-dimensional]

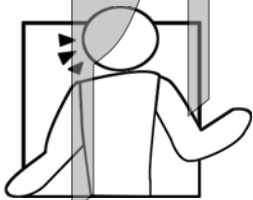
6. Say: **In this slide, we're getting a three-dimensional view of the object. What does the term "three-dimensional" mean?**

[Possible Responses: depth; completeness; reality; you can see all sides]

7. Say: **We all have a lot of "sides" to us as well. It's important to remember that when we interview a candidate for a job. Here's why: What do you think is the number one reason that candidates don't succeed on the job after they're hired?**

[Possible Responses: they weren't a good "fit" with the job, organization or team; they didn't have the right skills; they wanted something from the job/organization that the job/organization couldn't provide; they or the employer had unrealistic expectations]

8. Say: **Those are all valid reasons. But research has shown that the number one reason candidates don't succeed after hire is their failure to gel with the culture of an organization, not because they lacked the necessary skills to do the job. Typically when**



Step 4

Half-Day Workshop Preparing for the Three- Dimensional Interview

Time it takes:

60 minutes

What it is about:

An overview of the three-dimensional interview; how to prepare for the three-dimensional interview

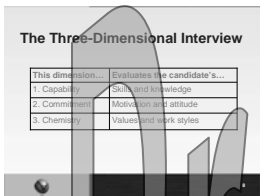
What you will need:

- *Participant Materials*
- PowerPoint® Slides #8–9
- Video: *The Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry*

How to do it:



1. Introduce the three-dimensional interview and how to prepare for it. Say: **You're going to see four friends—Rachel, Keith, Maggie and Greg—who are at Rachel's house for an afternoon party. You'll hear that one of Rachel's employees just resigned, which gets the four friends talking about the three-dimensional interviewing process that will help her hire the right person.**
2. Refer participants to their materials and review the directions. Say: **Turn to pages 3–4 in your *Participant Materials* and review the discussion questions on those pages. As you watch this section of the video, make note of any**



questions or thoughts you have about the discussion questions.

3. Show the first section of the video. Stop the video at the *disguised stop tape*.

*[Facilitator Note: If you are using **The Three-Dimensional Interview** (sections) option on the DVD, play the segment entitled "Prepare." The DVD will automatically stop when the segment is done.]*

4. Review the video. Say: **The characters in the video referred to a "structured" interview.**

What exactly is a "structured" interview?

[Possible Responses: an interview that explores the three dimensions of capability, commitment and chemistry; an interview that is consistent; an interview that you prepare for]

5. Display Slide #8 and say: **A "structured" interview is a three-dimensional interview—an interview that allows you to evaluate the candidate for the right combination of capability, commitment and chemistry for the job. Let's discuss each of these components one at a time. The first component of a three-dimensional interview is "capability." Why is it important to evaluate a candidate's capability for the job?**

[Possible Responses: we need to find out if the candidate has the background and experience

Step 5

Half-Day Workshop Practice Preparing for the Three- Dimensional Interview

Time it takes:

60 minutes

What it is about:

Identifying and preparing effective and legal interview questions; making final preparations for the interview

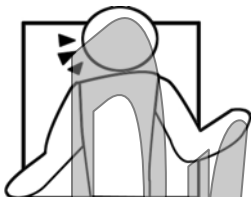
What you will need:

- *Participant Materials*
- PowerPoint® Slide #9

How to do it:



1. Continue the discussion about interview questions. Refer participants to the *Participant Materials* and review the directions. Say: **So you can become more familiar with the four types of questions we just reviewed, we're going to do an exercise that will list several examples of interview questions and requires you to identify what type of question they are. Turn to pages 13–15 in your *Participant Materials*. Read each question. Then work with the members of your small group to identify what type of question it is and put a checkmark in the space provided. Also, determine what you can learn from a candidate by asking that question.**



2. Help participants identify their partners.

[Allow 8–10 minutes for the activity.]

[Facilitator Note: If you need to save time at this point in the workshop, consider having half the participants work on questions #1–6 and the other half work on questions #7–12.]

3. Debrief the exercise. Ask: **What type of question and what can you learn from:**

- **Question #1: Give me an example of a time when you had to deal with a difficult client or coworker and how you handled it?**

[Possible Responses: behavior-based question; you can learn about the candidate’s ability to deal with difficult people and if the candidate’s view of a “difficult” person would limit the candidate’s success on the job]

- **Question #2: Completing projects on time is extremely important in our environment. How would you handle a situation where unforeseen delays had an impact on the completion of a new product website?**

[Possible Responses: situational question; you can learn about the candidate’s ability to manage change, shifting priorities and time]

- **Question #3: How were my directions to our office?**

[Possible Responses: rapport-building question; you can learn about the candidate’s communication skills, interpersonal skills and ability to prepare for an important meeting]

Step 6

Half-Day Workshop Conducting the Three-Dimensional Interview

Time it takes:

45 minutes

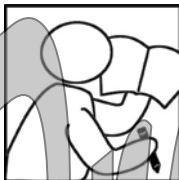
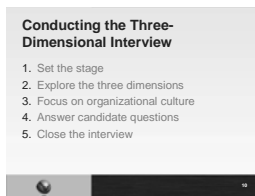
What it is about:

How to conduct the three-dimensional interview

What you will need:

- *Participant Materials*
- PowerPoint® Slides #10–11
- Video: *The Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry*

How to do it:



1. Introduce conducting the interview by showing Slide #10 and referring participants to the *Participant Materials*. Say: **An effective three-dimensional interview follows a set structure. Turn to page 18 in your *Participant Materials*. A structured three-dimensional interview follows these five steps, which will help keep the interview focused and on track:**

- **Step 1: Set the stage for an effective interview with the candidate by creating rapport and describing the interview process you're going to follow.**
- **Step 2: Explore the three dimensions by asking questions about the candidate's capability, commitment and chemistry.**
- **Step 3: Focus on organizational culture by describing the organization and evaluating**



the candidate for fit with the culture.

- **Step 4: Answer any questions the candidate may have.**
- **Step 5: Close the interview by telling the candidate what the next steps in the process are going to be.**

2. Refer participants to the *Participant Materials* and review the directions. Say: **Turn to pages 19–20 in your *Participant Materials* and review the discussion questions on those pages. As you watch this section of the video, make note of any questions or thoughts you have about the discussion questions.**

3. Show the next section of the video. Stop the video at the *disguised stop tape*.

*[Facilitator Note: If you are using **The Three-Dimensional Interview** (sections) option on the DVD, play the segment entitled “Conduct.” The DVD will automatically stop when the segment is done]*

4. Review the video. Say: **Let’s discuss the actions you should take to follow each step in the structured interview process.**

Step 7

Half-Day Workshop Evaluating the Three- Dimensional Interview

Time it takes:

25 minutes

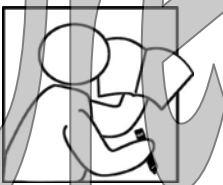
What it is about:

How to evaluate the three-dimensional interview

What you will need:

- *Participant Materials*
- PowerPoint® Slide #12
- Video: *The Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry*

How to do it:



1. Introduce evaluating the interview. Say: **Once you have concluded all your interviews, the next step is to evaluate the interviews to determine who among all the candidates is the best fit for the job. That's what we're going to discuss next.**
2. Refer participants to pages 23–24 in the *Participant Materials*. Say: **Turn to pages 23–24 in your *Participant Materials* and review the discussion questions on those pages. As you watch this section of the video, make note of any questions or thoughts you have about the discussion questions.**



3. Show the next section of the video. Show the video through to the end.

*[Facilitator Note: If you are using **The Three-Dimensional Interview** (sections) option on the DVD, play the segment entitled “Evaluate.” The DVD will automatically stop when the segment is done.]*

4. Review the video. Say: **You may remember that one of Rachel’s concerns about this point in the interviewing process is the possibility of encountering legal issues or problems that may emerge when you select the final candidate. How can you avoid legal problems when you select a candidate for the job?**

[Possible Responses: make sure you use a structured interview that’s based on the job requirements; make sure you ask the same questions of every candidate; make sure the process is consistent with every person]

5. Continue the discussion. Say: **Another way that you can avoid legal issues is by making sure you have good documentation to base your evaluation on. For example, a side note like this might come back to haunt you in the event of a lawsuit: “Looks great in a dress; clients will love her.” So what type of documentation might be considered “good”**

Step 8

Half-Day Workshop Wrap up the Session

Time it takes:

10 minutes

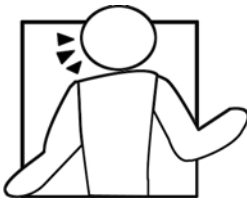
What it is about:

Formulating a plan of action and evaluating the effectiveness of the training

What you will need:

- *Participant Materials*
- *Workshop Evaluation* forms (found in *Online Resources*)

How to do it:



1. Wrap up the session by saying:

Before we conclude, let's take a look at the Parking Lot. Have we addressed everything on it? Are there any additional questions that need to be addressed?

[Answer any questions.]

2. Refer participants to their materials, *Focus on the Future* and *Suggested Actions*, pages 28–29.

Briefly describe the purpose and contents of the material, and ask them to complete the *Focus on the Future* form.

[Allow five minutes.]

3. Ask participants if any of them are willing to share their plans from the *Focus on the Future* form or any highlights of what they have learned today.



4. Ask participants to fill out the Post-Assessment on page 1 in their *Participant Materials* by saying: **It's time to look at the assessment again on page 1 of your materials. Please fill out the Post-Assessment column and then compare it to your ratings from the Pre-Assessment column.**
5. Hand out the *Workshop Evaluation* forms and say: **Your evaluation of this workshop is very important, so please be specific about what you liked, what you didn't like and how this workshop could be improved.**
6. Collect the evaluations when participants have finished filling them out. Be sure to follow your organization's guidelines for recording, assessing and implementing this information.
7. Thank the participants for taking time out of their busy day to attend the session.

Preview