

# The Three- Dimensional Interview

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Evaluating for Capability, Commitment and Chemistry

Preview Only

Participant Materials

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## Pre- and Post-Assessment

This workshop will help you build the knowledge and skills you need to conduct an interview effectively so you can hire the right person for the job. Review the statements below to assess your current level of knowledge and skills. For each statement, circle the number in the Pre-Assessment column that reflects your comfort level. At the conclusion of the workshop, you will complete the Post-Assessment column and compare your ratings.

	Pre-Assessment				Post-Assessment			
	Absolutely/ Yes	I think so/Yes	Not sure	No	Absolutely/ Yes	I think so/Yes	Not Sure	No
I can identify the key components of an effective interview.	1	2	3	4	1	2	3	4
I can identify how three key types of interview questions can be used in the interview.	1	2	3	4	1	2	3	4
I am able to develop appropriate, legal questions.	1	2	3	4	1	2	3	4
I can use behavior-based interviewing questions effectively in an interview.	1	2	3	4	1	2	3	4
I can use situational interviewing questions effectively in an interview.	1	2	3	4	1	2	3	4
I can use self-evaluation interviewing questions effectively in an interview.	1	2	3	4	1	2	3	4
I am able to provide candidates with an accurate picture of the job and organizational culture.	1	2	3	4	1	2	3	4
I can avoid some of the most common legal problems associated with interviewing.	1	2	3	4	1	2	3	4
I am able to list the key actions that I must take to ensure that job candidates are evaluated fairly and objectively.	1	2	3	4	1	2	3	4

## Learning Objectives

After completing the program, you will be able to:

- Identify three key types of interview questions and when to use them
- Create appropriate and legal questions based on the specific job requirements and the “three-dimensional candidate profile”
- Conduct a consistent, structured interview that effectively evaluates for capability, commitment and chemistry
- Provide candidates with an accurate picture of the job and organizational culture
- Avoid some of the most common legal issues associated with interviewing
- Evaluate candidates fairly and objectively

# Video Observation Form: Vignette 1: Preparing for the Three-Dimensional Interview

**Characters:**



**Rachel**



**Keith**



**Maggie**



**Greg**

**Directions – Discussion Questions:**

As you watch the video, make note of any questions or thoughts you have concerning the following discussion questions:

1. What are the three components of the structured, three-dimensional interview and what does each one evaluate?
2. How does a structured interview help you hire the right person?
3. How should you prepare for the three-dimensional interview?
4. What are the types of questions you should ask in a three-dimensional interview?

**Key Points:**

- ✓ Selecting the right person requires a structured interview process that evaluates for three dimensions:
  - Capability
  - Commitment
  - Chemistry
- ✓ An effective three-dimensional interview starts with preparation.

**Bottom Line:**

A consistent, structured interview process is the single most important factor in conducting an effective interview.

## Developing a “Three-Dimensional Candidate Profile”

You’re going to work with the members of your small group to develop a “three-dimensional candidate profile.” To develop the profile:

1. Read the job description on page 7 for a teller in a branch of The First National Hometown Bank, a community-oriented, 100-year-old financial services institution that prides itself on great service delivered by friendly, caring employees. The job description contains the requirements of the job.
2. Read the conversation on page 8 with a branch manager who’s explaining to Human Resources why one of her tellers left the bank and created the opening in her branch.
3. Read the conversation on page 9 with a teller at the bank who’s being interviewed by a member of the Internal Communications department for an article in the company newsletter about an award he just won for excellent performance.
4. Identify in the space provided on page 10 the capability, commitment and chemistry needed for successful performance on the job based on the job description, the conversation with the manager and the interview with the teller.

## Developing Interview Questions

Your small group will be assigned one of the job requirements you identified on page 10 for the “Three-Dimensional Candidate Profile” for the teller position. For the job requirement assigned to your small group, develop one behavior-based question, one situational question and one self-evaluation question that you could ask a candidate to explore the specific job requirement.

	<b>Behavior-based question</b>	<b>Situational question</b>	<b>Self-evaluation question</b>
<b>Capability:</b> Handling stress			
<b>Commitment:</b> Willingness to be a team player			
<b>Chemistry:</b> Service orientation			