

INTERVIEW GUIDE

The Interview Guide is intended to be used as an integral part of the overall interview process. Before any attempt is made to use the Guide, the job in question should be analyzed thoroughly from the point of view of job definition and team and organizational requirements to determine which scores on the Guide are relevant. Insights as to job requirements are gained from use of Birkman surveys, where applicable. The 23 occupational scores should then be compared with information gathered from other sources -- interviews, application forms, education and previous experience. It is particularly important that the Birkman scores are used in a compensatory manner with this other information. Above all, no attempt should be made to use any single score as an exclusionary or cut-off score.

Implicit in this compensatory use of the Birkman occupational scores is the concept that certain information gained in the interview process will reinforce or offset other information. Naturally, a predominance of positive information will indicate a better fit with job requirements; a preponderance of negative information will indicate a greater risk.

Dictionary for the Interview Guide (Personal Organizational Strengths)

Arts

Professional creative functions that include the wide range of literary, musical and artistic activities.

Education

Professional educators of all levels of public and private schools and colleges. Includes educators who function as administrators.

Social Services

Variety of supporting or helping professions. Includes social program functions as well as religious organizational involvement.

Sales

Involvement in sales functions that focus on the persuasive and/or negotiating aspects of direct selling such as insurance sales, auto sales, and merchandising.

Consultative Sales

Involvement in sales activities that require a substantial product knowledge base and an equally sophisticated buyer. Consultative sales includes jobs like stockbroker, software sales, governmental relations and health care marketing.

Legal

Negotiation, contracting and advocacy functions. Includes private practice lawyers, legal partnerships, and corporate lawyers.

Production

Manufacturing, construction, production, agriculture, transportation, maintenance, machinery repair, and technical functions of business.

Enforcement

Law enforcement activities. Adventure and crisis intervention. More the "patrol" than investigative or detective functions.

Engineering

Broad range of technical functions. Responsibility for activities involving engineering specialties, physical sciences, computer systems and software electronics, mathematical analysis and similar technical duties.

Office/Administration

Administrative positions including recording, data processing, accounting, and personnel functions that require predictable results and controls.

Administrative Professional

Involves making a professional contribution in administrative functions, utilizing analyses of processes and establishing procedures including benefits administration, technical training, internal operations and process auditing.

Fiscal

Professional responsibility for accounting, controlling and/or analyzing financial activities.

Knowledge Specialist Management Style

Style used by those who contribute and lead by utilizing personal expertise and knowledge for problem solving. The Knowledge Specialist leads by example. This includes professionals and managers who lead technical, educational and other specialty functions.

Directive Management Style

Management style which includes personal involvement in problem solving and direction and implementation; leads from the front and exercises strong authority. This includes managers and executives in action-driven organizations.

Delegative Management Style

Management style which utilizes plans and strategies. Arranges resources and assists subordinates and teams in dealing with resource and implementation issues. This includes managers and executives in plan-driven organizations.

Work Motivation

A positive attitude toward work. A tendency to work well for others, exhibit responsible attitudes toward work rules and assigned functions.

Self Development

A positive attitude toward personal growth and development which utilizes classic educational systems more than hands on experience. Desire to make a professional contribution. Motivation to exercise professional or managerial responsibility.

Corporate Adaptability

A positive commitment to chain of command relationships and the organizational goals necessary to move up in company or corporate structures. Motivation to exercise managerial responsibility and extra commitment to corporate initiatives requiring significant individual and team commitments.

Social Adaptability

Adaptability to people, social situations, corporate and legal rules. Positive attitudes toward others, ability to withstand extended stress, meets unexpected changes with an optimistic and tolerant manner, extending trust to others easily.

Social Responsibility

Valuing social conventions of own social group and stability in work, family, legal, and social relationships.

Public Contact

Preference for activities involving social contact and organizational interaction.

Detail

Concern for the procedural and detailed aspects of work.

Global

Problem solving that involves a relational and holistic process. Activities need not follow a set sequential pattern.

Linear

Preference for activities and tasks that lend themselves to logical, sequential analysis and completion. Extra urgency in problem solving or crisis intervention.

Conceptual

Approach to a problem by "synthesizing" abstract information, utilizing experience, intuition and knowledge to find fresh and imaginative solutions.

Concrete

Analytical, factual approach to problem solving. Emphasis on concrete, immediate, visible results.

The Interview Guide indicates job fit, style, performance potential, general and organizational strengths.

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(The following scores are decile ranks: 1=LOWEST, 10=HIGHEST)

