

Sample Core Values Hiring Profile

THE
ADVANTAGE

ABC Corporation

Process: At ABC Corporation, we want to know how our candidates really behave; therefore, it is a good idea to get the candidate out of the office and do something slightly more natural. Some ideas include: getting coffee, taking a short walk, etc. If that is not a possibility, try to make the setting as comfortable as possible, which can be achieved by conducting the interview in common areas as opposed to across a desk in an office.

Pre-work: Regardless of what department you are in and what technical skills/knowledge you are looking for, you will need to probe for core values and fit. Before the interview, review the following core values for ABC Corporation:

- Humble - It's about the team, not self-oriented, interested in the good of the organization over individual praise and acclaim.
- Hungry - Self-motivated, willingness to take charge, ability to seek answers with little direction
- Smart - Street smart, high EQ, knows how to read people, do the right thing

Questions: Interviewing is an art and you may not get the exact answers you are looking for right away. When talking with the candidate, you may have to further probe to get the answers you are looking for/need in terms of values.

General Questions: Don't feel like you need to evaluate each answer according to all three values. Just take notes and along the way, if you feel like you do not have enough information on one particular value, drill down on that one using the core value specific questions.

— Tell me about a team/departmental project or effort that went well and why?

Look for:

- Humble - Did the candidate convey a collective team effort? In what way did the project benefit the organization? In describing the project, did the candidate seem overly prideful/boastful?
- Hungry - Did the candidate show initiative? Did the candidate find a creative solution?
- Smart - Did the candidate display good people skills? Was he/she able to "read" the situation?

— Tell me about a project or effort that did not go as well as planned. Why?

Look for:

- Humble - Could the candidate come up with a situation? Was the candidate quick to assign blame?

- Hungry - Did the candidate indicate how he/she tried to fix the situation? Was the candidate interested in knowing what went wrong for future learning?
- Smart - Did the candidate convey a situation where they showed poor judgment/lack of street smarts? Did it appear that people skills were at the root of the problem?

Core Value Specific Questions — These questions will help zone in on each to value.

— Humble:

- How would your colleagues describe you? What would they say your shortcomings are?
- Describe your current team. What do you like and dislike?
- What kind of car best describes your personality? Why?

By asking team related questions, it may be apparent if he/she values a team effort and is willing to do what is necessary for the good of the team. Encourage the candidate to describe specific interactions with colleagues and experiences working on a team. At ABC Corporation, we are looking for individuals that are not looking for praise and accolades and have a strong commitment to working hard within the group.

— Hungry:

- Give me an example of a situation where your level of motivation led you to initiate something without being told to do so.
- What is the last thing you had to teach yourself on the fly? How and why did you do it?
- Explain a time when you had to complete a project despite major obstacles. What motivated you to overcome the obstacles?

For "Hungry", you are looking for initiative on the part of the candidate and a willingness to dive in and take charge. What approach did the candidate take to make a difficult situation better? What was the result of his or her efforts? Look for the ability to persevere and/or overcome obstacles to achieve positive results.

— Smart:

- Have you ever worked with a difficult colleague or boss? How did you handle the situation?
- Give me an example where your ability to be resourceful was tested. Or, perhaps you were given a task with little instruction?
- What two things do you do to build credibility and rapport with colleagues?

"Smart" is a difficult one because it is not necessarily about traditional intelligence, it is about emotional intelligence. By asking the candidate about difficult work situations, you will learn if the candidate can read situations and people and handle them skillfully. At ABC Corporation, we are looking for people with the desire to perform at an extraordinary level and work well with people.

Notes: