The Three-Dimensional Interview
Evaluating for Capability, Commitment and Chemistry

Facilitator Resources

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Suggestions for Prework

Assigning prework before the workshop can help engage participants in the workshop content even before they arrive. If you would like to include prework as part of the workshop design, we have included some suggestions below for integrating prework into the workshop.

**Suggestion #1**
Ask participants to come to the workshop with a list of challenges they have faced (or anticipate facing) during an interview. Ask participants to share these challenges at an appropriate point in Step 2 or Step 3 in the workshop and post them on a flipchart. Let participants know how each section of the workshop will help them address their challenges.

**Suggestion #2**
Provide participants with a worksheet that lists the three components that are evaluated during a three-dimensional interview: capability, commitment and chemistry. Ask participants to write down how they would define each component and why each component is important in hiring the right person for the job. Ask participants to refer to these notes at an appropriate point in Step 4 of the workshop.

**Suggestion #3**
Provide participants with a “Hiring Analysis” worksheet that asks them to identify an employee they have hired and answer these questions:

- Do you consider this a person a successful hire?
• Why or why not?
• To what extent did your interview process help bring out his/her fit with the job and/or the organization?

Refer to participants’ responses to the analysis when you discuss culture fit in Step 3.
SMART-START® Interviewing: Hire the Right Person Video Activity

Time it takes: 10–15 minutes

What it is about: Opening the session on a positive note

What you will need: • SMART-START® Interviewing: Hire the Right Person video

How to do it:

1. Begin playing the SMART-START® video 15 minutes prior to the session start time. If you are using the DVD, set the control to automatically loop. If you are using the VHS, the video will repeat itself at least four times.

2. Turn the video off when you are ready to begin your session and explain that you will refer to it again later. After the participants have introduced themselves, you will use this activity as part of your introduction (either to conclude Step 1 or during Step 2).

3. Break the group into smaller groups of 3–5 people, and ask them to talk within their groups to answer the following three questions on the index card:
   • What does it mean to hire the “right” person for a job?
   • What actions must we take to make sure we hire the “right” person?
• What is one of your personal goals related to your interviewing skills?

4. Debrief the whole group by asking for volunteers to share any highlights from their small group discussion.

5. Transition into the next activity by summarizing participants’ responses and linking them to the importance of using a consistent, structured interview process to hire the “right” person.

Facilitator Note: This activity may also be used as an energizer during and/or immediately following a break. If used in this manner, be sure to transition into the next activity by drawing a connection to what has been discussed so far and how the video relates to the next set of activities.

Other activities to use with SMART-START® videos are available in VisionPoint’s Beyond the Box activity book available for purchase.
Optional Activity 1
The Hiring Process from Start to Finish

Time it takes: 20–60 minutes

What it is about: Helping participants become familiar with your organization’s hiring practices and policies

What you will need: • Any appropriate forms or documents from your organization

How to do it:

1. Before the workshop, ask a representative from your organization’s Human Resources or recruiting functions to make a short presentation to participants about your organization’s hiring practices and policies from the start of the process (what initiates the identification of candidates) to the end of the process (employee accepts job offer)—e.g., job postings, required forms and approvals, Affirmative Action plans, job offer process, new employee orientation, etc. This presentation should be geared to the level and experience of your participants.

2. Introduce the presentation by telling participants that the interview process is an integral part of your organization’s overall hiring process and that the presenter will help them learn where it fits into the overall
Optional Activity 2
A Three-Dimensional Candidate Profile

Time it takes: 15–20 minutes

What it is about: Identifying the capability, commitment and chemistry needed for successful performance on the job

What you will need:
- Handout #2 – The Three Dimensional Candidate Profile
- Optional: Actual job descriptions from your organization

How to do it:
1. Before the workshop, ask participants to bring with them a job description for a position that is open or one that they supervise. (Alternately, you could have on hand some descriptions for actual jobs in your organization.)
2. Tell participants they are going to develop a three-dimensional candidate profile for a position that is currently open or for a position that they supervise.
3. Distribute Handout #2 and review the directions.
4. Allow 10 minutes for individual work.
Optional Activity 3
Interview Questions

Time it takes: 15 minutes

What it is about: Practice developing three types of interview questions for a three-dimensional candidate profile

What you will need: • Handout #2 – The Three-Dimensional Candidate Profile • Handout #3 – Interview Questions • Optional: Actual job descriptions from your organization

How to do it:

1. Have participants complete all the steps in Optional Activity 2 (A Three-Dimensional Candidate Profile).
2. Introduce the activity by telling participants they are going to develop some interview questions for the three-dimensional candidate profile they just created.
3. Distribute Handout #3 and review the directions.
4. Allow 8 minutes for work.
5. Debrief the activity by asking volunteers to share some of the questions they developed.

[Facilitator Note: If participants work together on job descriptions that you provide for Optional Activity 2, you could ask participants to continue to work in pairs or small groups to complete Handout #3. Alternately, if
Optional Activity 4
Is It Legal?

Time it takes: 15–20 minutes

What it is about: Practice ensuring that interview questions are legal

What you will need: • Handout #4 – Is It Legal?

How to do it:

1. Introduce the activity by telling participants they are going to practice making sure that the interview questions they develop and ask are legal.
2. Distribute and review Handout #4.
3. Allow 8 minutes for individual work.
   (Alternately, this activity could be done in small groups.)
4. Debrief the activity by asking participants whether each question is legal or not legal and why.

[Possible responses:

• Question #1: Not legal—inquires about marital status; not strictly job-related
• Question #2: Legal (if job-related)
• Question #3: Not legal—inquires about birthplace, national origin or ancestry; not job-related
• Question #4: Legal (if job-related)
• Question #5: Legal (if job-related)
Optional Activity 5
What Do You Say When...?

Time it takes: 15 minutes
What it is about: Practice following up on answers to interview questions with clarifying questions
What you will need:
• Handout #5 – What Do You Say When...?
How to do it:

1. Introduce the activity by saying that sometimes they can get an incomplete answer to a question they ask.
2. Distribute Handout #5 and review the directions.
3. Divide participants into pairs.
4. Allow 10 minutes.
5. Debrief the activity by asking:
   • What went well with the practices?
   • What was challenging? Why?
   • What did you learn about asking and following up on the answers to your interview questions?
Optional Activity 6
Paint the Picture

Time it takes: 15 minutes
What it is about: Identifying key components of the organization’s culture to evaluate for chemistry
What you will need: Handout #6 – Paint the Picture
How to do it:

1. Introduce the activity by telling participants that both they and a potential candidate must determine whether the candidate will “fit” with the organization’s culture, so they must paint an accurate “picture” of the organization’s culture for the candidate.

2. Distribute Handout #6 and review the directions.

3. Divide participants into groups of 3–5.

4. Allow 8 minutes for group work.

5. Debrief the activity by asking a representative of each small group to share the highlights of their “picture” and inviting discussion about the similarities and differences among their pictures.
Optional Activity 7
Interviewing Dos and Don’ts

Time it takes: 10 minutes

What it is about: Identifying “best-practice” actions for success in the three steps of the three-dimensional interview process

What you will need:
- Handout #7 – Three-Dimensional Interviewing “Dos and Don’ts”

How to do it:
1. Instead of referring participants to pages 26–27 in the Participant Materials (Tips for an Effective Three-Dimensional Interview), ask participants to develop a list of “Dos and Don’ts” for interviewing success. Distribute and review Handout #7.
2. Divide participants into three small groups and assign each small group one of the steps in the three-dimensional interview (capability, commitment or chemistry).
3. Allow 5 minutes.
4. Debrief the activity.
Optional Activity 8
Skills Practice: Conducting a Three-Dimensional Interview

Time it takes: 25 minutes

What it is about: Practice conducting a three-dimensional interview

What you will need:
- Participant Materials
- Handout #8 – Skills Practice: Conducting a Three-Dimensional Interview
- Handout #9 – Skills Practice Observation Form

How to do it:

[Facilitator Note: For this optional activity, participants will need to refer to the questions they developed for the teller job description on page 16 in the Participant Materials (Developing Interview Questions). If you want to use this optional activity, encourage participants to jot down on page 16 in the Participant Materials all the questions that you review in the debriefing discussion.]

1. Introduce the activity. Say: You’re going to work in groups of three to prepare for and conduct an interview for the teller position we discussed earlier. First, you’ll prepare for the interview by selecting five questions you’d like to ask from all the questions you developed on page 16 in the Participant Materials. Make sure the questions evaluate for the candidate’s capability and
DVD Bonus Materials
Who, What, How and When

Bonus materials are provided to help facilitators supplement a training plan and prepare for an effective workshop. Bonus materials may be used before, during or after a session.

Bonus materials provided on the DVD for this program include:

<table>
<thead>
<tr>
<th>What it is</th>
<th>How to use it</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SMART-START® Interviewing: Hire the Right Person</strong> – A short video, ideal for kicking off or closing the training session</td>
<td>See optional <strong>SMART-START® Activity</strong> for one way to use this video. Other activities are available in VisionPoint’s <strong>Beyond the Box</strong> activity book available for purchase.</td>
</tr>
<tr>
<td><strong>TrainerTALK™</strong>, an interview with Master Trainer, Sue Mueller</td>
<td>While preparing for a session, tune in to this interview for insights on how to best use VisionPoint programs.</td>
</tr>
<tr>
<td><strong>Interviewing Insights</strong>, an interview with Paul Shay, VisionPoint’s Senior Vice President, Product Development and Research, addresses some important questions about the three-dimensional interview process</td>
<td>During a break or as follow-up training, provide insights on the three-dimensional interview process.</td>
</tr>
</tbody>
</table>
Handout #1 - Overview of the Three-Dimensional Interview: Evaluating for Capability, Commitment and Chemistry

• The three components of a three-dimensional interview:
  o Capability
  o Commitment
  o Chemistry

• Preparing for the three-dimensional interview:
  o Develop a “three-dimensional candidate profile”
  o Develop interview questions
  o Ensure the questions are legal
  o Determine the order in which you will ask the questions
  o Review applications and resumes
  o Prepare the interview room

• Conducting the three-dimensional interview:
  o Set the stage
  o Explore the three dimensions
  o Focus on organizational culture
  o Answer the candidate’s questions
  o Close the interview

• Evaluating the three-dimensional interview:
  o Evaluate candidates using the same criteria
  o Document your observations and conclusions
Handout #2 - The Three-Dimensional Candidate Profile

Develop a “three-dimensional candidate profile” for the job description you brought to the workshop or a job with which you are familiar by identifying in the space provided below the capability, commitment and chemistry needed for successful performance on the job.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commitment</th>
<th>Chemistry</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Technical knowledge and skills needed)</td>
<td>(Personal attitude and motivation needed)</td>
<td>(Key values and work style needed)</td>
</tr>
</tbody>
</table>
Handout #3 - Interview Questions

Develop some behavior-based, situational and self-evaluation questions that you could ask a candidate to explore the specific job requirements you identified in the three-dimensional candidate profile you developed.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Behavior-based question</th>
<th>Situational question</th>
<th>Self-evaluation question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemistry</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Handout #4 – Is It Legal?

Read each interview question below and determine if the question is legal. If the question is legal, put a checkmark in the “Yes” box. If the question is not legal, put a checkmark in the “No” box and write down why the question is not legal.

<table>
<thead>
<tr>
<th>Question</th>
<th>Is it legal?</th>
<th>If not legal, why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is this your maiden name or married name?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Are you able to work in this country?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. That’s an interesting accent. What is it?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Are you at least 18 years old?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Handout #5 – What Do You Say When…?

You and a partner will practice asking and following up on the answers to interview questions. You will conduct four rounds of questions and follow-ups in which you will each alternately play the role of interviewer and the role of job candidate. For each round, read the instructions first without sharing them with your partner, then proceed as directed for that round. The partner playing the part of the interviewer should start each round.

### Instructions for Partner A

<table>
<thead>
<tr>
<th>Round</th>
<th>Instructions</th>
</tr>
</thead>
</table>
| Round 1 |   * You are the interviewer.  
|       |   * Ask the candidate: “What would be your ideal job?” |
| Round 2 |   * You are the job candidate.  
|       |   * Take your time responding when the interviewer asks you, “What’s one of your improvement areas?” Say, “Uh…hmmm…” Then wait about five seconds.  
|       |   * If the interviewer gives you some time to think, respond with this answer: “I don’t know… I don’t think I have any.” |
| Round 3 |   * You are the interviewer.  
|       |   * Ask the candidate: “Walk me through last week’s schedule and tell me how you managed to prioritize and schedule all your activities.” |
| Round 4 |   * You are the job candidate.  
|       |   * When the interviewer asks, “Tell me about a time when you had to persuade someone or ‘sell’ an idea to him/her,” respond with this answer: “Well, there were a couple times when I’d come up with ways to improve customer service, so I’d just present the ideas to my boss.” |
Handout #6 – Paint the Picture

Imagine that you are interviewing a candidate to fill an opening in your department, and he/she asks you what’s it’s like to work in your organization. Write in the space provided below what you would say to “paint the picture” of your organization’s culture.
Handout #7 – Three-Dimensional Interviewing
“Dos and Don’ts”

For each step of the three-dimensional interview process, identify below some “dos” and/or “don’ts” that you can engage in to ensure interviewing success:

<table>
<thead>
<tr>
<th>Step</th>
<th>Dos and Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Prepare for the interview.</td>
</tr>
<tr>
<td>2.</td>
<td>Conduct the interview.</td>
</tr>
<tr>
<td>3.</td>
<td>Evaluate the interview.</td>
</tr>
</tbody>
</table>
Handout #8 – Skills Practice: Conducting a Three-Dimensional Interview

You will work in a small group to conduct a three-dimensional interview for the teller position you discussed earlier. Follow the directions below:

1. **Prepare for the interview.**
   - Review the questions you developed on page 16 in the Participant Materials and identify five questions to ask the candidate. Select questions that explore all three dimensions: capability, commitment, and chemistry. Make sure to include all three types of questions: behavior-based, situational, and self-evaluation. Write the questions in the space provided below.
   - Decide who will be the “interviewer,” the “job candidate” and the observer.

2. **Conduct the interview.**
   - The “interviewer” should open the interview with a rapport-building question and then ask the questions below.
   - The “job candidate” should answer the questions honestly and ask questions.
   - The observer should take notes about the interviewer’s actions on the observation form on Handout #9.

3. **Discuss the outcome of the interview.**
   - Discuss what the interviewer did well and what the interviewer could have done differently.

<table>
<thead>
<tr>
<th>Interview Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>
Handout #9 - Skills Practice Observation Form

Make some notes in the space provided about what the interviewer did to:

1. Set the stage.

2. Explore the three dimensions.

3. Focus on organizational culture.

4. Answer the candidate’s questions.

5. Close the interview.
Online Resources

VisionPoint’s website is host to the most up-to-date Program Resources, including program-specific tools like reproducible participant materials, self-study guides, facilitator answer guides, FAQs, session extenders, SMART-START® activities, case studies, video scripts and more.

Additional Trainer Resources include information and tools such as energizers, team builders, competency matrices, perspective papers, learning style guides and access to VisionPoint’s master trainers and TrainerSelect™ team.

Resources are updated regularly, so check back when preparing for a new training session.

To access the Online Resources, go to www.visionpoint.com and select the Resources menu. Login for full access to this program’s resources.

If you have any questions about available resources, contact the TrainerTALK™ helpline at 800-300-8880 x302 or trainer@visionpoint.com.