

Interview Example

Scenario: Social sector organization is looking for a Program Associate who will interact with clients
Capabilities Required: Interpersonal skills; knowledge of client situation & strong communication skills
Compatibility Required: Passion for mission; positive, can-do attitude; bias for action & compassionate

	<p>Capability ← <i>Areas to Test</i> → Compatibility</p>	
<p>Simulation</p> <p>↑</p> <p><i>Methods</i></p> <p>↓</p> <p>Behavior-Based Questioning</p>	<p>METHOD: ROLE PLAY</p> <p>EXAMPLE: Use role play to have the candidate talk to an employee, impersonating a client who quit the program, with the goal of finding a way to get him or her to return.</p>	<p>METHOD: ROLE PLAY / OBSERVATION</p> <p>EXAMPLE: Use the same role play scenario (left) to test a candidate's attitudes toward clients by observing how s/he responds to the scenario and what assumptions s/he makes about why a client quit the program. You can also simultaneously test for other cultural qualities (e.g., passion, positivity) by observing how s/he handles the role play and other questioning.</p>
	<p>METHOD: QUESTIONS</p> <p>EXAMPLE: Ask the candidate to tell you about a time when s/he had to recruit people to participate in a program or event. What was the situation, what steps did s/he take to do it and what was the end result? Ask what they learned from the experience.</p>	<p>METHOD: QUESTIONS</p> <p>EXAMPLE: Ask the candidate to tell you about a time when they had to overcome an obstacle to accomplish an assignment or goal. What was the situation, what steps did s/he take and what was the end result? Ask what they learned from the experience, testing cultural qualities desired (e.g., can-do attitude, bias for action).</p>

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