

Question:

**How do you build a
high-performance
organization?**

Answer:

**One GREAT HIRE
at a time!**

WALKTHETALK.COM

Resources for Personal and Professional Success

Three-Dimensional Interviewing

© 2007 VisionPoint Productions, Inc.

No part of this book may be reproduced in any form without written permission from the publisher. International rights and foreign translations are available only through negotiation of a licensing agreement with the publisher.

Inquiries regarding permission for use of the material contained in this book should be addressed to:

WALKTHETALK.COM
1100 Parker Square, Suite 250
Flower Mound, Texas 75028
972.243.8863

WALK THE TALK books may be purchased for educational, business, or sales promotion use.

WALK THE TALK®, The WALK THE TALK® Company, and WALKTHETALK.COM™ are trademarks of Performance Systems Corporation.

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

Edited by Steve Ventura and Michelle Sedas
Designed and Printed by MultiAd

ISBN 1-885228-81-3



9 781885 228819

Three-Dimensional Interviewing



Hiring for Capability,
Commitment, and Chemistry

Rich Layton, Paul Shay,
and Matt Terronez

A  RESOURCE



Introduction



“Our people are our greatest asset.”

Bet that’s one you’ve heard before! Those words have been around (and uttered) seemingly forever. And it’s a statement whose truth has more relevance now than ever before. The skills, talents, ideas, and experiences that individual employees bring to your workplace each day are at the heart of what separates your organization from all the rest. Competitors may approximate your products, replicate your services, and even install the same leading-edge technologies that you use, but they cannot duplicate your people.

Fact is, its workforce is the only *truly* sustainable competitive advantage any business has. Yet, ironically, far too many of us leave too much to chance when it comes to hiring new employees for our teams and organizations. Typically, we scan stacks of resumes, conduct a handful of inter-views that focus primarily on skills and past experience, and then – after completing the pro forma background checks – make a decision mostly based on notes from a few well-intended, but less-than-adequate, conversations with the candidates.

Sound familiar?

Certainly, some organizations take a more thorough approach to staffing. Nevertheless, it's safe to say that a great many of us fall short when it comes to interviewing and selecting the BEST person for every opening. As a result, it's not unusual to hear of new hires quitting or being let go in a matter of weeks – leaving employers understaffed, leaders (as in YOU) overworked, team members frustrated, and customers poorly served. In the end, the organization loses its competitive edge, and the bottom line suffers. Not good!

So, how can you minimize the chances of making poor hiring decisions? What can you do to ensure you select the “best” person for each job vacancy? The answer to both questions is to use a systematic process that provides a more complete picture of how each candidate “fits” the *job*, your work habit *expectations*, and your organizational *culture*. We call that process Three-Dimensional Interviewing – a proven approach that focuses on identifying and evaluating three critical selection criteria:



Capability, Commitment, and Chemistry.

Pay attention to what you are about to read. More importantly, USE the material you'll find on the following pages. Over the long run, the concepts, techniques, and tools that make up Three-Dimensional Interviewing will result in a high-performance workforce: the right people in the right jobs – fully committed to the success of your organization, at home in your business culture, and ready to do their best work ... for YOU!

Contents



The Case for Three-Dimensional Interviewing	9
Implementing THE PROCESS	17
QuickStart Guide	18
Step 1: PREPARE for the Three-Dimensional Interview ...	19
Step 2: CONDUCT the Three-Dimensional Interview	30
Step 3: EVALUATE the Three-Dimensional Interview	35
Tips for Effective Three-Dimensional Interviewing	39
Closing Thoughts: Reaping the Rewards	43