

# Competency Centered Interviewing™

## ISI - THE INTERVIEWING STYLES INVENTORY

### SCORING SHEET

Estimated time to complete = 10 minutes

**INSTRUCTIONS:** Download this scoring sheet and print it out. A starting point to planned personal change begins with knowing your current behavior and identifying what you want to change. This instrument will help you identify those patterns in your current interviewing practices. Use the information to fine tune your questioning technique. Examine the tendencies that this instrument points out and think about alternative questions you might ask in the future to adjust your style. Avoid trying to second guess the instrument as this is not conducive to changing your behavior. It is more productive to focus on how you can improve and be more effective.

Today's Date: \_\_\_\_\_

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# The Scoring Sheet for the ISI

Transfer your circles from each of the 30 items on your questionnaire to the columns below:

	<b>PR</b> PERFORMANCE	<b>TC</b> TECHNICAL	<b>HY</b> HYPOTHETICAL	<b>LD</b> LEADING	<b>FT</b> FIT
1.				A	B
2.	A				B
3.		B	A		
4.			A		B
5.	B			A	
6.		A		B	
7.			B	A	
8.		B			A
9.	A	B			
10.	A		B		
11.		A			B
12.	B		A		
13.			B	A	
14.	B	A			
15.	B				A
16.				B	A
17.	A			B	
18.			B		A
19.		A	B		
20.		A		B	
21.		B	A		
22.				A	B
23.			B	A	
24.		A		B	
25.			A		B
26.	B			A	
27.	A				B
28.	A		B		
29.		A			B
30.	A	B			

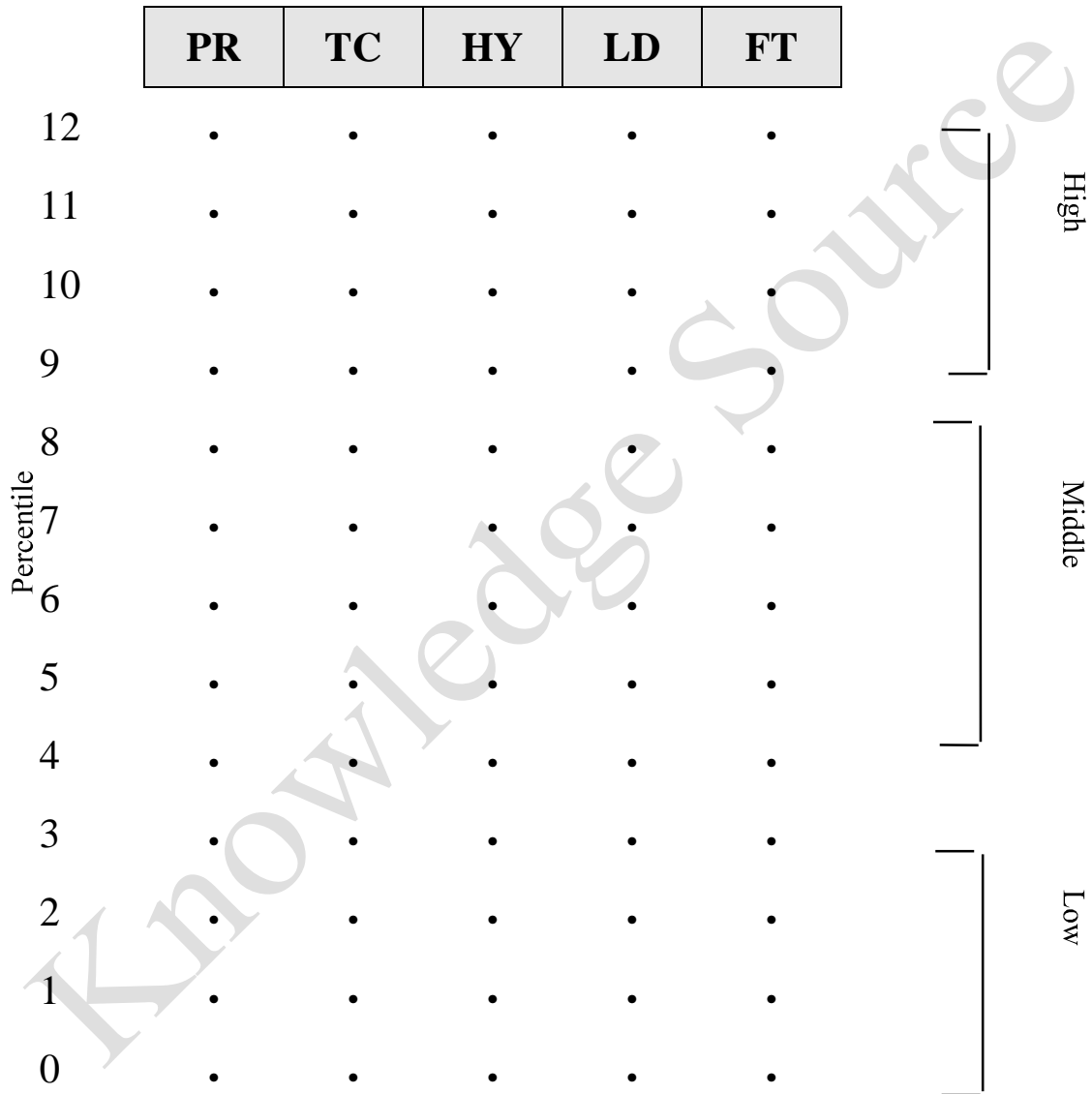
Add the number of circles for each column and enter the totals below:

<b>PR =</b>	<b>TC =</b>	<b>HY =</b>	<b>LD =</b>	<b>FT =</b>
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## Create a Line Diagram to Profile Your Score

*Directions:* Transfer your column total scores from the scoring sheet. Plot them below for each of the five question columns by *circling* the dot next to each score. Then connect the dots.

PR PERFORMANCE	TC TECHNICAL	HY HYPOTHETICAL	LD LEADING	FT FIT
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What does this line diagram suggest about the BALANCE of questions you are using?

*Turn the page for a detailed explanation.*

## Question Style Explanation

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Use these definitions as the starting point to understanding your questioning style diagram. Most untrained interviewers have a pattern to their questioning. Now that you understand the appropriate questions to use, you can develop an alternative style.

Ask yourself the following key questions:

- *Which styles are overused and which are underused?*
- *Is there a balance between Performance Technical and Fit questions?*

**PR—PERFORMANCE** questions, when asked in a behavioral way, probe *how* the person has done a job. These are good questions to ask, particularly when they are balanced with Technical probes. Performance skills are life skills and are learned throughout life. Examples of these work habits, leadership, verbal communication skills, tolerance for stress, etc. A presence of these skills is critical if you are to avoid mis-hires and identify exceptional employees.

**TC—TECHNICAL** questions, when asked in a behavioral way, probe *what* has been done on the job. These good questions have to do with skills that have been learned about specific disciplines or tasks; they will tell you what someone is capable of doing. Since these don't speak to work habits or motivation, they need to be balanced with Performance and Fit questions. Examples include use of specific tools, understanding technologies, using machines, programming, methods, techniques, etc.

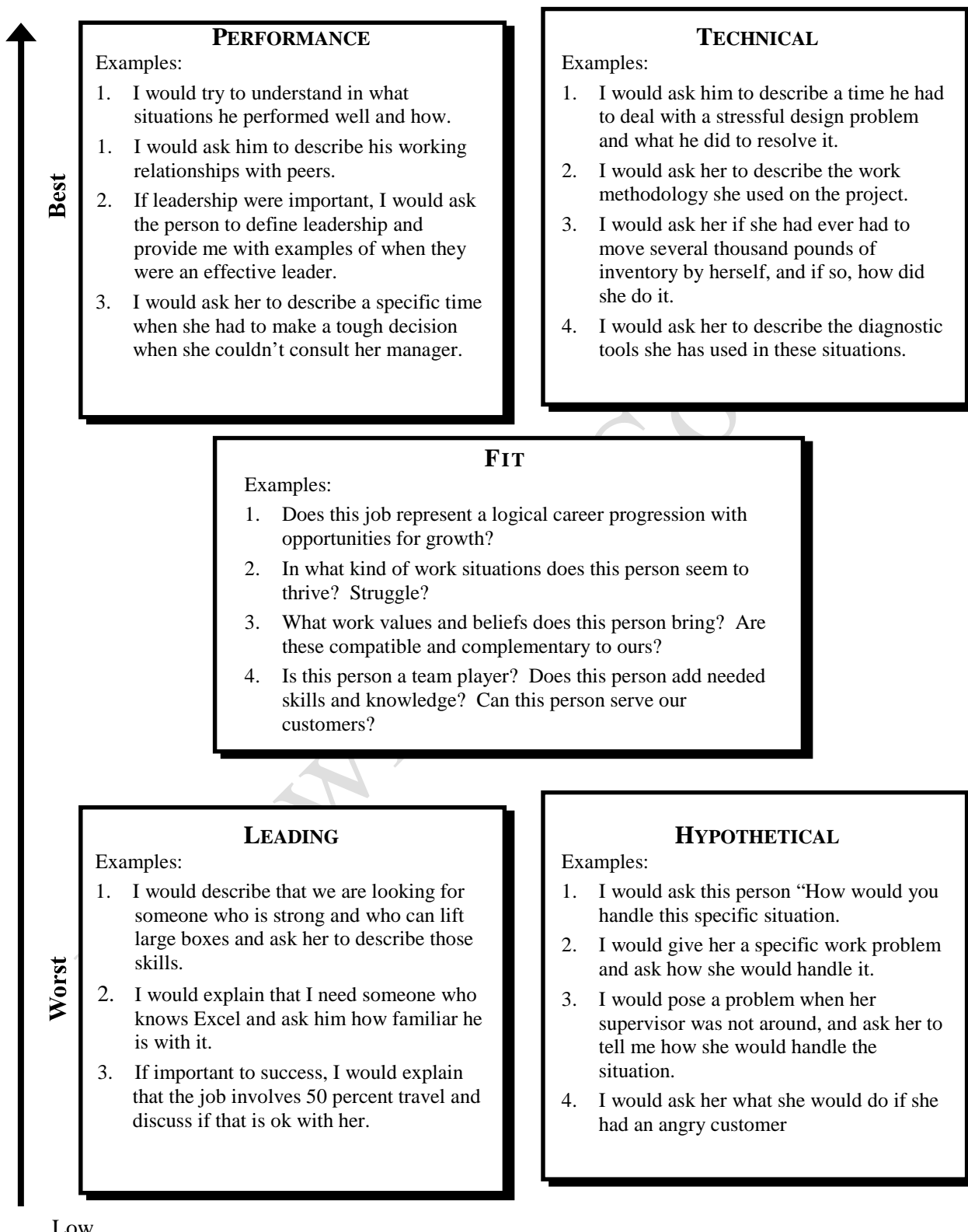
**HY—HYPOTHETICAL** questions pose “what if” or “how would you” scenarios in an attempt to predict behavior. While these are certainly better questions than the Leading or Improper questions, they do not probe past experience, and therefore they invite wishful thinking, they cannot be validated, and have far less predictive value. They are inconsistent with the behavioral interview. If you are asking these questions, you can easily change them to behavioral by shifting the tense and the focus to specific *past examples*. If you inadvertently ask one of these, validate the response by seeking past behavioral examples of when they did this before.

**LD—LEADING** questions are those questions where the desired skill is introduced to the interviewee and then probed. This is a poor interviewing practice because it creates the possibility that the interviewee may overstate a skill or experience in order to impress the interviewer or say what he or she wants to hear. The information gained from these questions is problematic as the data are *unreliable*.

**FT—FIT** questions probe how well this person can perform to the unique factors of your work environment such as company culture, people, resource issues, and other work environment factors. Can this person deal successfully with co-workers, tough customers, long hours, constant change, working independently and other factors? Can this person thrive and grow working in your department? Does this job represent an opportunity for the person to grow? What does this person bring that might strengthen your department and his or her co-workers?

*Specific ideas for changing behaviors begin on the next page.*

# Moving Up the Question "Food Chain"



# NOTES ON CHANGING MY STYLE

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*Recording your insights now will help you become a better interviewer in the future. What and how can I change to become a more effective interviewer?*

## A. My Profile - Summary of Balanced Inquiry

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## B. Style Overuse - What Should I (we) Stop Doing or Do Less of? Why?

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## C. Style Atrophy - What Should I (we) Start Doing More of? Why?

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### Normative Data

*Untrained engineering, scientific, and technical managers have the following unbalanced profile prior to training (2003-2009 scores of 310 managers):*

Technical score mean	= 9.1
Performance score mean	= 4.3
Hypothetical score mean	= 9.4
Leading score mean	= 4.2
Fit score mean	is not available due to instrument revision