

***Final* Interview  
Companion**



Select & Secure Top Talent

**Charles Poulton**

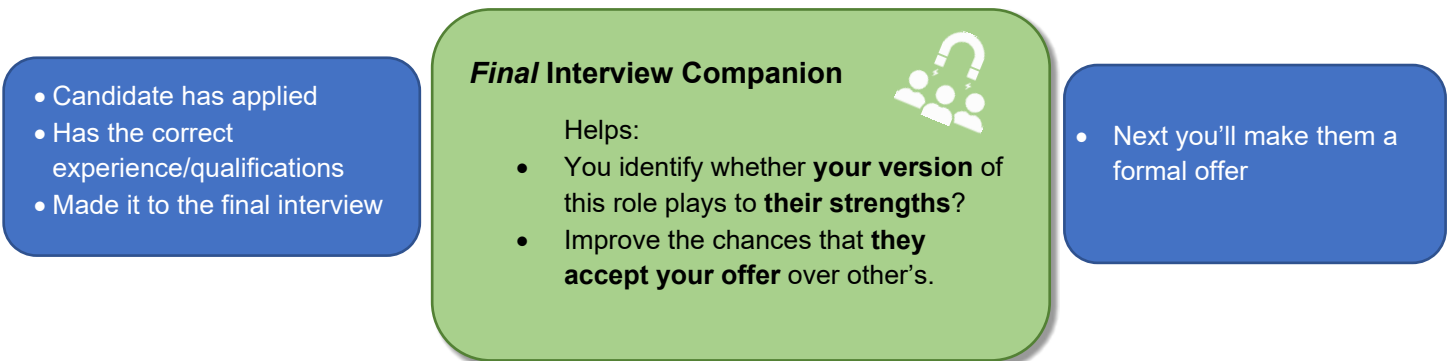
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## Part 1: Introduction

### Where does this fit?



## Why Strengths-Based Selection?

The goal is to grow your team with people who spend as much time as possible working in a way that energises them (using their strengths) as opposed to having a large amount of their job that drains them (their weaknesses).

When people work to their strengths (work in ways that energises them) they tend to:

- be more focussed
- do higher-quality work
- be more creative
- and be more proactive

In short, they are more likely to be higher-performing, happier and more productive people, which sets you up to be a more successful leader with a team that is more enjoyable to lead.

## Improving Selection Matters – Avoid The Common Mistakes

When a person has successfully filled a role with the same title at another organisation, it doesn't mean they will be successful in your environment.

They are leaving the previous employer and seeking a role with the same job title. Which means they didn't like that version of the role – was it the manager, team, other aspects of the company or simply *that version of the role*?

In the REACH Certified Leader Course, you'll deep dive into the costs of a bad hire, however, as a leader, you already know the pain and cost that goes along with having the wrong person on your team.

Let's deep dive now into whether your version of this role is likely to play to their strengths – so they love their job, and you love having them on the team.

## Part 2: Select Top Talent

### Step 1 – Role Analysis: What is the majority of their time going to feel like?

Thinking about the role, what are they going to spend **most** of their time doing? Read the following questions and make a mark on the line to indicate what you believe will most closely reflect their day-to-day experience – and see how this compared to their position on the line.

Then, give it a rating to indicate how significant it will be to ‘how the job feels’ on a daily basis.

For example, if a person will only make decisions rarely, give the decision making a low significance score; however, if they are making decisions frequently, and it’s a core part of their job, give it a high score.

### Let’s do it!

Over the next two pages draw a circle on the line in a spot that you believe represents that aspect of the role, and then give it a significance score.

**Pace of Work**

Will the work generally feel high pressure and urgent? Or will the work generally be methodical, detail-oriented, and have more repetition? Or somewhere in the middle most of the time?

*Measured* \_\_\_\_\_ *Intense*

Significance  
Score  
  
/100

**Speaking Up**

How often will they find themselves needing to clearly state their position and feel comfortable and natural doing so? Will confidence in this regard be important, or will they often be given direction? Or somewhere in the middle most of the time?

*Reflective* \_\_\_\_\_ *Confident*

Significance  
Score  
  
/100

**Working Carefully**

How much of their role will require them to think about risk and/or safety? Will caution be critical and constant? Or will it be a more relaxed environment where boldness is encouraged? Or somewhere in the middle most of the time?

*Cautious* \_\_\_\_\_ *Bold*

Significance  
Score  
  
/100

**Routine Consistency or Change and Variety**

In a general day, will the person experience a role that changes a lot – new products, processes or projects? Or will their role feel more predictable and routine? Or somewhere in the middle most of the time?

*Consistent* \_\_\_\_\_ *Flexible*

Significance  
Score  
  
/100

**Thinking about the types of decision making they will need to make most commonly**, will they have policies that are easy to follow and be able to evaluate the information to make a careful, considered decisions? Or will they be making intuitive decisions on the fly? Or somewhere in the middle most of the time?

*Analytical* \_\_\_\_\_ *Intuitive*

Significance  
Score  
  
/100

**Are they working largely independently or in collaborative environments?**

Will they have a distinct working environment that allows for quiet, methodical thinking? Or will they be working in a people-centric space, with lots of collaborative thinking? Or somewhere in the middle most of the time?

*Independent* \_\_\_\_\_ *Social*

Significance  
Score  
  
/100

**Is objectivity or nurturing significant?**

Does the role have a significant skew towards focussing on the needs and feelings of people? Or does the role focus more on data and objective thinking? Or somewhere in the middle most of the time?

*Objective* \_\_\_\_\_ *Nurturing*

Significance  
Score  
  
/100

**Is there time and a place for sharing personal stories and life?**

If the role doesn't accommodate that, is it important to the person? If it is absent, will it have a big impact?

If it is not something the person enjoys, but the role demands it, how is that going to work out?

*Private* \_\_\_\_\_ *Open*

Significance  
Score  
  
/100

**Does the role suit a person who is driving to be the winner?**

Is this a scenario where teamwork and team goals are fundamental to success? Or is this a more competitive environment? Or somewhere in the middle most of the time?

*Competitive* \_\_\_\_\_ *Contented*

Significance  
Score  
  
/100

**Does the person need to have their guard up or be open?**

How important and frequent is it in this role that the person will need to second-guess information or behaviours that are presented to them? How important will it be that the person trusts on face-value and shares openly? Or will it require a bit of both, or vary heavily depending on circumstances?

*Skeptical* \_\_\_\_\_ *Trusting*

Significance  
Score  
  
/100

## Step 2 – The Interview

The goal is to avoid hiring a person for a role that doesn't play to their strengths and their preferred way of working.

Identify the top 2 or 3 priorities based on your significance scores on the previous page and compare where you marked on the continuum with where the person's marker is in their profile. Conversationally seek to gain insight into the person's preferred way of working and highlight the day-to-day experience they will have on the job.

When asking these questions, don't try to lead them, genuinely seek to understand. Your goal is to have a team of people who love what they do, put in extra effort by choice, and bring their 'A game' every day. So, ask open questions, don't lead.

On the following pages, the dots indicate the position on the continuum on each of the dimensions of the role that you have considered above for Charles Poulton.

Use your role analysis, and the significance scores above, together with the following information and questions to develop a better understanding of the candidate.

### Deep dive question structures:

Use the questions below as a guide and structure to dive in to the dimensions you scored and most significant on the previous page. Use the applicant's profile markers on the next page to guide your questions.

#### First: Check-in:

**Substitute the {words} with the dimensions that you identified as most significant for the role, for example:**

*The way you have answered the questions in the REACH survey indicates that you \_\_{prefer to work with urgency and intensity}\_\_ more than you tend to \_\_{prefer a detail oriented work at a more measured}\_\_. Does the way your profile describes that part of your personality resonate with you? If so, can you tell me why, and if not, tell me why not?*

Wait for the response and acknowledge it. Ask further questions if you need to.

#### Next: Ask for more specifics:

*Can you give me an example of how that is a strength at work or in your personal life?*

#### Then: Dig deeper:

*Sometimes it can feel exhausting when you need to spend a lot of time doing things differently from the way you prefer to work. Have you ever had a job where you needed to spend a lot of time \_\_\_\_\_ instead of \_\_\_\_\_? How did it make you feel, and what did you do?*

Seek clarification where there seems to be a concerning mismatch. You have purposefully asked open questions without giving guidance to lead the answers. In scenarios where you see a sizeable mismatch of preferred way of working (strength) and the nature of significant parts of the role (weakness), dig deeper.

*We've spoken about \_\_\_\_\_ being your preferred way of working. The role is going to have a lot of \_\_\_\_\_, which can be draining for you. How do you feel that is going to affect your enjoyment of the role? Do you have any ideas or suggestions about how to help you enjoy it more?*

Note: You'll address this in Part 3.

Charles Poulton natural way of working across the 10 dimensions:

**Pace of Work**

Will the work generally feel high pressure and urgent? Or will the work generally be methodical, detail-oriented, and have more repetition? Or somewhere in the middle most of the time?



**Speaking Up**

How often will they find themselves needing to clearly state their position and feel comfortable and natural doing so? Will confidence in this regard be important, or will they often be given direction? Or somewhere in the middle most of the time?



**Working Carefully**

How much of their role will require them to think about risk and/or safety? Will caution be critical and constant? Or will it be a more relaxed environment where boldness is encouraged? Or somewhere in the middle most of the time?



**Routine Consistency or Change and Variety**

In a general day, will the person experience a role that changes a lot – new products, processes or projects? Or will their role feel more predictable and routine? Or somewhere in the middle most of the time?



**Thinking about the types of decision making they will need to make most commonly**, will they have policies that are easy to follow and be able to evaluate the information to make a careful, considered decisions? Or will they be making intuitive decisions on the fly? Or somewhere in the middle most of the time?





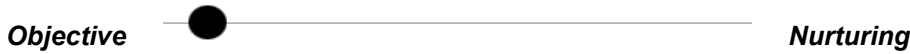
**Are they working largely independently or in collaborative environments?**

Will they have a distinct working environment that allows for quiet, methodical thinking? Or will they be working in a people-centric space, with lots of collaborative thinking? Or somewhere in the middle most of the time?



**Is objectivity or nurturing significant?**

Does the role have a significant skew towards focussing on the needs and feelings of people? Or does the role focus more on data and objective thinking? Or somewhere in the middle most of the time?



**Is there time and a place for sharing personal stories and life?**

If the role doesn't accommodate that, is it important to the person? If it is absent, will it have a big impact?

If it is not something the person enjoys, but the role demands it, how is that going to work out?



**Does the role suit a person who is driving to be the winner?**

Is this a scenario where teamwork and team goals are fundamental to success? Or is this a more competitive environment? Or somewhere in the middle most of the time?



**Does the person need to have their guard up or be open?**

How important and frequent is it in this role that the person will need to second-guess information or behaviours that are presented to them? How important will it be that the person trusts on face-value and shares openly? Or will it require a bit of both, or vary heavily depending on circumstances?





Notes:

## Part 3: Secure Top Talent

You have identified the talent, now let's improve the chances that the talent picks YOU.

The good news is that you have already begun!

Your interview process so far will have differentiated you. You will almost certainly have shown a greater interest in them and their preferred way of working than the average interviewer – that builds trust and develops connection.

Below are three of the top considerations that people use when evaluating potential employers – and the ways that you can stand out against other employers because you have REACH – if you use those parts of the platform.

1. Opportunities to grow: We invest in your personal and professional growth.
2. Are valued and enjoy their work: We value you and help you do your best work.
3. A great Culture: We have a world-class culture.

## 1. We invest in your personal and professional growth.

### Why bring it up?

People choose your team and then stay if you follow through!

The majority of workers who quit a job in 2021 cited insufficient possibilities for development (63%) as a major factor in their decision to leave (Pew research) and, comparatively, 44% said pay might lead them to stay (McKinsey).

In other words, the opportunity to grow is more valuable than pay (once pay is considered fair).

The research findings are consistent and compelling. For example, Gallup found that a striking 87% of millennials rate 'professional or career growth and development opportunities' as important to them in a job.

Gallup found that the opportunity to learn and grow is an important factor when people are considering a future employer, and 50% of employees are more likely to expect to stay in their job for more than 5 years if learning and development is prioritised in a workplace culture.

Furthermore, Sapling HR notes that employees who strongly agree they have a clear plan for their professional development are 3.5 times more likely to strongly agree that their onboarding process was exceptional.

### How to bring it up?

It's always useful to make it conversational – delight them by meeting their needs, instead of simply stating "We do X."

The following table has two examples of ways to describe the development that REACH supports.

Identify which development options are available, then make the wording your own and weave it into the interview conversation. We recommend this being late in the process – focus on understanding them in the early parts of the interview, then focus on the reasons they would want to work for you later in the process.

Development Supported by REACH	Ways to Introduce It in an Interview
<p><b>“We give each employee their own personally curated learning pathway, which helps them develop skills that they can use at home and in current and future roles – we develop you.”</b></p> <p><b>Learning using the Personal Development Dashboard</b> (Personally curated self-directed learning.)</p>	<p><i>Have you ever had an employer provide you with access to learning content? What was it? How did you find it?</i> (Listen and acknowledge their responses.)</p> <p><i>At _____, we believe in helping develop skills for your current and future roles and life more broadly. Also, because there are so many competing demands in life, we believe that time spent learning is precious.</i></p> <p><i>So, we provide you with personally curated micro-learning so that you can learn and grow by accessing engaging short videos and reading content that is automatically curated to your personal and professional development.</i></p> <p><i>You can access your content through your own Personal Development Dashboard and can track your own growth over time.</i></p> <p><i>We’ll give you your Personal Development Dashboard in Week 1 – so we begin investing in you, beyond your immediate role, as soon as you are part of our team.</i></p> <p><i>Have you had an employer provide you with a personally targeted development plan for skills beyond for your immediate role before?</i> (Listen and acknowledge their responses, ask about their experiences and whether they would value that now?)</p>
<p><b>“We provide a tailored and structured 6-month coaching program.”</b></p> <p><b>Coaching using the Coaches Companion</b></p>	<p><i>Have you ever had a coaching relationship with your manager before? How did you find it?</i> (Listen and acknowledge their responses.)</p> <p><i>Here, we do a structured and personalised 6-month coaching program with 1 or 2 team members at a time. I really enjoy it and find it helps us develop a deeper understanding of each other and improves performance at the same time.</i></p> <p><i>Would you like to learn more about the coaching program when you come on board?</i></p>
<p><b>“We provide you opportunities to grow by teaching.”</b></p> <p><b>Team-member led learning</b></p>	<p><i>One of the development opportunities we provide the team members is to take turns running 10-minute learning activities (using activity files we provide) in our daily stand ups. We only do it about once a week, so everyone’s turn comes around every month or two.</i></p> <p><i>Would you like to be part of the learning culture in our team?</i></p>
<p><b>“We offer a training workshop calendar.”</b></p> <p><b>Attend our training workshops</b></p>	<p><b>***You may have the skills and confidence to run training courses yourself, you may get in external consultants, or you may have a training department in your organisation to deliver on this.***</b></p> <p><i>We have an extensive training curriculum and run training workshops for our team members.</i></p> <p><i>Would you like to participate in the courses and learn through collaborative, activity-based training?</i></p>

## 2. We value you and help you do your best work.

### Why bring it up?

Three core drivers of the human condition are the desire to be understood, to be valued and to contribute. By understanding people's strengths, and helping people play to them, you are creating the right environment for these desires to be fulfilled. You will draw the best talent to your team, create the conditions for them to perform well, and keep them engaged.

In fact, 42% of employees who are looking to find a new job say they feel their company is not maximizing their skills and abilities (Deloitte, 2020). By doing this you will not only have a higher-performing team, you're more likely to keep them. In other words, you will be a more effective leader.

Think about what you are going to say below. How impressive would it sound to a prospective employee, and how different would it sound compared to the interviews they have with other companies? And the best part is that using REACH you can legitimately deliver on all of it!

### How to bring it up?

*At \_\_\_\_\_, we use world-class leadership methodology to ensure we have high-performing teams where everyone is valued for their unique strengths and preferences and has the opportunity to do their best work.*

*The two specific things that you will experience here are:*

- 1. Starting in this interview, we take the time to deeply understand you and the type of work that fills your tank, then we do everything we can to help you spend more time doing what you love.*
- 2. When we onboard you, we help you understand your team member's strengths and how they complement yours. This way, you can work together and play to each other's strengths. So, everyone has the insight to collaborate with the right people on the right types of tasks, and everyone can maximise their contribution.*

*Have you ever worked in a team where everyone appreciated each other's strengths and differences and purposefully maximised them?*

### 3. We have a world-class culture.

#### Why bring it up?

A good culture is one of the top priorities when considering where a person wants to work.

#### How to bring it up?

Ask:

*Have you ever been 'sold' on a good culture during the interview process, only to get into the workplace and discover the culture doesn't match what they described?*

People will frequently tell you that was the case, sadly, often more than once.

Explain that:

*In my team, I continually improve our employee experience and culture. I approach culture in a very practical way, ensuring that we have all the conditions we need to enjoy what we do, collaborate well, and have the resources and structure to be a high-performing, high-quality team.*

*I will ask for your feedback regularly in an anonymous survey, so even when you're new and may feel awkward about saying that something isn't working, you have a way to let me know. This way, I can work out ways to fix it.*

Gain their confidence - Prove it:

Assuming you have been using the REACH Culture or Pulse Tools, you can share your most recent report stats, your Dashboard, or open the People P&L and show your Culture vs Global benchmarks, trends and even describe your team or organisation's personality.

Taking these steps will all give your candidate the confidence that you are a world class leader, and that they would be making a good choice to join your team.

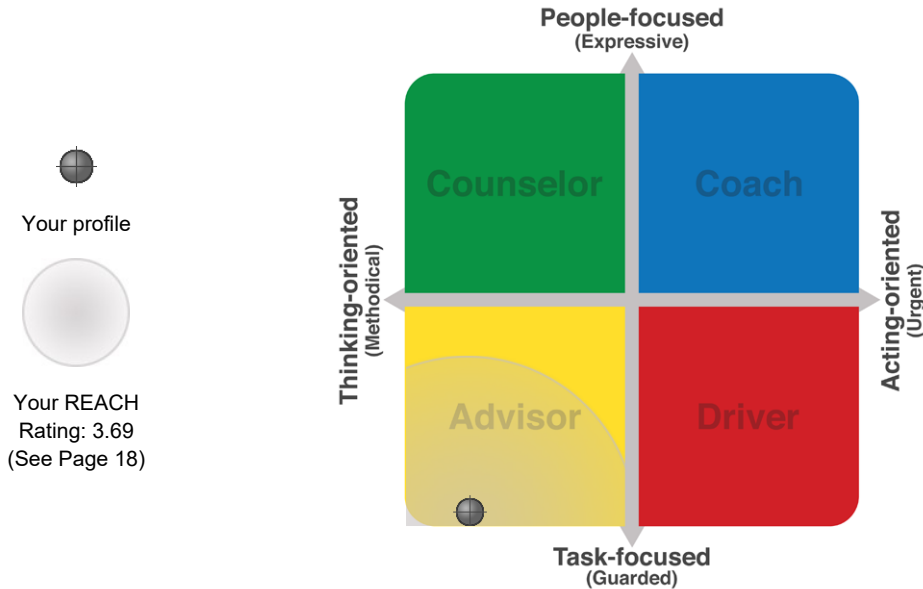


Notes:

# Part 4: Discussing Their Style, Dimensions, and REACH

This section helps you understand the candidate with great clarity so you can get an understanding of how they think, their confidence on different skills and their reflections on experiences and work history.

*Your responses to the survey you took describe you as...*



*Which means that while we all change our style in different situations, when you are being your most natural self you tend to be recognisable as the Advisor Profile, and they are usually recognised for*

- *Communicating with a reserved, formal style*
- *Conflict-handling by identifying compromises*
- *Delegating by 'teaching' the suggested approach*
- *Planning through methodical, detailed preparation*
- *Learning with careful, step-by-step reflection*

*All of these are valuable and important traits. Earlier, we spoke about working in ways that are not your preferred way of working. When people need to work in ways that are outside of their preferred way of working, the process is to develop their REACH, which is to give them more awareness and skills.*

*If we agree to bring you onto the team, we will get into different ways that we can help you grow. For now, I would like to learn more about why you have given yourself certain scores.*

Pick their **lowest** score (or a low score that you believe is important to the role) and in your own words ask:

*You gave yourself a low score in \_\_\_\_\_. What memory or reflection went through your mind when you gave yourself this score?*

Pick their **highest** score (or a high score that that you believe is important for the role) and in your own words ask:

*You gave yourself a high score in \_\_\_\_\_. What memory or reflection went through your mind when you gave yourself this score?*



Relating to Others

Counseling Characteristics	Population Average	Self-rating	0	1	2	3	4	5
Assimilating team members	3.81	3.00						
Cultivating team spirit	3.80	4.00						
Identifying personal needs	3.57	2.00						
Recognizing others' efforts	3.87	3.00						
<b>Average:</b>	<b>3.76</b>	<b>3.00</b>	More Challenging		Moderate		More Comfortable	
Coaching Characteristics	Population Average	Self-rating	0	1	2	3	4	5
Building rapport	3.67	3.00						
Easing tensions during conflict	3.53	3.00						
Finding opportunities for synergy	3.55	4.00						
Rallying others around a cause	3.69	4.00						
<b>Average:</b>	<b>3.61</b>	<b>3.50</b>	More Challenging		Moderate		More Comfortable	

Achieving Goals

Driving Characteristics	Population Average	Self-rating	0	1	2	3	4	5
Establishing clear expectations	3.68	4.00						
Evaluating individual performance	3.59	3.00						
Exercising control over processes	3.51	4.00						
Guiding team during change	3.43	4.00						
<b>Average:</b>	<b>3.55</b>	<b>3.75</b>	More Challenging		Moderate		More Comfortable	
Advising Characteristics	Population Average	Self-rating	0	1	2	3	4	5
Addressing quality concerns	3.58	5.00						
Aligning resources with needs	3.48	5.00						
Designing team structure/function	3.50	5.00						
Integrating diverse perspectives	3.58	3.00						
<b>Average:</b>	<b>3.54</b>	<b>4.50</b>	More Challenging		Moderate		More Comfortable	

**REACH Quotient:** 3.62 3.69

## Continue with the interview:

You should have other parts to your interview – discussing the role, the company, and their personal goals. You should finish the interview with gratitude for their time and their interest in the role and company and set an expectation for what will come next.

## Next steps:

Next, use the REACH Team Formation Companion to help integrate them with the other team members and take the next step to be a world-class leader who creates the environment for their team members to do their best work.

# Disclaimer

The information contained herein describes certain behavioural preferences and tendencies derived from the participants' self-reporting. While such patterns of behaviour tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behaviour. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Survey.