#30 GLOBAL PERSPECTIVE
INTERVIEW GUIDE

PURPOSE OF THE INTERVIEW GUIDE:

This Interview Guide is designed to assist in the behavioral interview process. It provides specific questions and probes for the behaviors of the competency. In addition, positive and negative behavioral indicators are listed that will help evaluate the candidate’s responses. While the process described below is designed for multiple interviewers seeing each candidate, it can be completed with only one interviewer.

Prior to the interview:
- Review the candidate’s resume.
- Review the assigned competency(s) and the behaviors that comprise each competency.
- Select the specific questions you feel comfortable asking each candidate.
  Note: Not all the questions need to be used – select at least two questions.

During the interview:
- Greet the candidate and spend a few minutes building rapport; talk about areas the candidate is interested in.
- Transition into the formal interview.
- Ask the selected questions and use follow-up probes to get complete examples of the:
  - **Situation** that the candidate encountered;
  - **Actions** that the candidate took;
  - **Results** or outcome of the actions taken.
- Give the candidate time to think about past examples/experiences when answering the questions.
- Ideally get at least 2-3 examples for each question.
- Use this guide to take notes and evaluate the candidate.

Following the interview:
- Check off appropriate behavioral indicators and summarize key observations and notes. Rate the candidate on each assigned competencies in the space provided at the bottom of each page.
- Note any observations for competencies not assigned and be prepared to discuss.
- After completing, interviewers should meet to discuss and reach consensus on the final ratings for each candidate and complete the Candidate Interview Summary.
- Make the hiring decision.

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<th>Candidate:</th>
<th>Interviewer:</th>
<th>Date of Interview:</th>
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GLOBAL PERSPECTIVE

Definition: The ability to recognize and address issues that are outside our national perspective. Issues are viewed without any pre-set biases or limitations. Being objective, utilizing a broad framework in making judgments in domestic and international activities. Ability to see the “big picture”.

Behaviors:

a. Has global experience: considers problems and opportunities from a global perspective.
b. Understands group strategy, the role of the local business: “walks the talk”.
c. Culturally aware and demonstrates ability to conduct business in local terms.
d. Understands and takes into account global and local impacts on day-to-day activities.
e. Aligns global strategy and tactics w/local considerations.
f. Keeps abreast of global influences on the local business.
g. Role model for staff on global initiatives.
h. Aligns and manages local interests with global considerations.
i. Proactive – prepares locally to support global activities.
j. Empathetic and sensitive to global issues, but may lack international experience.
Behavioral Questions and Probes

1. Give me an example of a time you had to deal with a very localized or domestic situation (e.g. an issue or business opportunity) within a particular country, but had to apply your knowledge and experience from the global perspective in order to address it. What was the situation and how did you specifically deal with it?
   ■ What was the situation? What action(s) did you take? What was the result?

2. Share with me a time where you had to deal with a situation (e.g. an issue or business opportunity) that was specific to a location(s) or business unit(s) within a particular country that was very different from your organization’s global strategy and perspective. What was the situation and how did you specifically deal with it?
   ■ What was the situation? What action(s) did you take? What was the result?

3. Tell me about a time you had to deal with a situation (e.g. an issue or business opportunity) where the people involved came from a very different culture than the culture you were from. What was the situation and how did you deal with it?
   ■ What was the situation? What action(s) did you take? What was the result?

4. Share with me an example of where your organization’s global strategy and/or tactics (policies, procedures, or ways of doing business) were in conflict with a country’s domestic or localized culture. What was the situation and how did you deal with it?
   ■ What was the situation? What action(s) did you take? What was the result?

5. Think about a time when changes in your company were being made with a global perspective in mind, but these changes had a major impact on the local business in within a particular country. What was the change and how did the local business deal with it?
   ■ What was the situation? What action(s) did you take? What was the result?
### Positive Indicators
- Has global experience: considers problems and opportunities from a global perspective
- Understands group strategy, the role of the local business: “walks the talk”
- Culturally aware and demonstrates ability to conduct business in local terms
- Understands and takes into account global and local impacts on day-to-day activities
- Aligns global strategy and tactics w/local considerations
- Keeps abreast of global influences on the local business
- Role model for staff on global initiatives
- Aligns and manages local interests with global considerations
- Proactive – prepares locally to support global activities
- Empathetic and sensitive to global issues, but may lack international experience

### Negative Indicators
- Has only local experience; only looks at problems and opportunities from a localized perspective
- Fails to consider the local culture when conducting business
- Fails to consider either the global or local impact of day-to-day activities
- Disregards local considerations when applying global strategy and tactics
- Is not aware of global influences on the local business
- Not recognized as a model for dealing with global initiatives
- Fails to balance local interests with global considerations
- Fails to equip the local level to support global activities
- Has no concern for or awareness of global issues

### OVERALL EVALUATION – GLOBAL PERSPECTIVE

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<th>Strength Area</th>
<th>Demonstrates Proficiency</th>
<th>Improvement Opportunity</th>
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ALSO AVAILABLE

A complete set of **Customer Interview Guides**, one for each of these 35 competencies.

A license to use these guides throughout your organization is included with a license to use Workitect’s **Competency Dictionary**.

Contact us for details at 800-870-9490 or info@workitect.com