

Candidate Evaluations -- Sample

Background Information:

No profile is bad. The question is job fit and what is needed at this time for an outstanding superintendent whose actions will move the District forward.

The Kinsel-Hartman Value profile reflects the levels of attention the applicant pays to relationships, results and rules as they view the world and his/her self. The profile captures how they value these aspects. How the applicant values these dimensions determines the information they gather in situations. The situational information that the applicant has forms the basis for their decisions, behavior and actions. The thinking profile provides insight into the thinking behind the actions. This enables us to predict future behavior because we have insight into how the person values.

The suggested interview questions ask about the applicant's past behavior. We use this type of question because past behavior provides more insight to the candidate's action pattern. The "past action pattern" is most predictive of how the candidate will act in the future. It reveals indications of where the applicant's thinking preferences might prove to be a challenge for the skills and behaviors of the job being filled. For each candidate summary we have highlighted two key areas that can be most challenging if this person is selected as the superintendent. For this reason, we suggest that you explore these potential actions that can occur because of how the person values relationships, results, and rules.

Our analysis begins with what the applicant pays attention to when making a decision. The profile also reveals how the individual reasons, i.e., processes the information. Some people are logical and sequential; others intuitive and some follow an unconventional thinking path. Reasoning is important in people when we consider how a person is able to bring others along in a common line of thinking so that team achieves results. Lastly the profile addresses how the person responds under stress.

Since it is about the level of attention a person pays to a dimension of value, an individual can change their thinking. With different thinking, behavior changes. The key is the person becoming knowledgeable about their valuing process and working to change their thinking. If they are selected for the position, we suggest that information about their thinking is shared with them so that they can become more aware of their strengths and blind spots.

Candidate One

Decision Making Process	Logical, sequential in thinking Guided most by candidate's personal expectations of self that he/she has set Considers organizational results and expectations in selecting solutions
Pluses	Can work effectively with others Personable, energetic, driven to be responsible Planner, can be patient with processes and complex problems
Potential Challenges	May seem distant or be direct at times, when under stress May be impatient and somewhat demanding of others Can be stubborn when he/she thinks they are doing the right thing
Key Areas to Probe	Applicant's personal expectations belief structure guides their actions ✓ Give us an example of a challenging situation where you were quite pleased with your actions. What caused you to decide that you did well? [Listen for the candidate's definition of a "good job." These self expectations guide his/ her thinking and actions.] Candidate's views of team membership ✓ Give us an example of a person you have found easy to manage versus someone who has been challenging. [Listen for his/ her expectations of the team and how the candidate will work with the District's team members.]

Candidate Two

Decision Making Process	Guided by his/ her beliefs about organizational expectations and rules Considers how others sees his/ her actions when deciding what to do Can overthink situations, especially when circumstances are unfamiliar
Pluses	Can work effectively with other people; makes good first impression Confident, willing to take on challenges Can be comfortable with self; making he/she easy to work with
Potential Challenges	Can be rigid about their beliefs and direct at times, especially under stress Can be stubborn and may prejudge others based on their standards Can overthink situations, especially when circumstances are unfamiliar
Key Areas to Probe	<p>Applicant can be fixated on organizational rules and policies, viewing others actions as right or wrong</p> <ul style="list-style-type: none">✓ Give me an example when someone on your staff repeatedly didn't follow policies or procedures. What did you do? [Listen for whether candidate's rules for judging others align with the Board's expectation of staff.] <p>How much individual recognition does this candidate need to stay motivated</p> <ul style="list-style-type: none">✓ Tell us about a time you received recognition for your contribution to the success of a project or a goal. How did that impact your work? [Listen for the level of satisfaction that the candidate had when he/she received recognition. Consider whether this is typical level that the Board expresses to the Superintendent and if it is sustainable.]