



# IMPACT Hiring Solutions

## Searching Training Benchmarking

### The Eight Dimension Success Matrix™

To eliminate interviewers' ingrained tendency to focus on superficial criteria and miss substantive evidence, we developed a structured tool to help each interviewer evaluate each candidate—objectively, fairly, and comprehensively.

The Eight Dimension Success Matrix is the tool or scorecard we have our clients use to rate “fit” based on the examples, illustrations, specifics, results, accomplishments, and patterns of behavior that emerge in candidate interviews.

It is quick to use, easy to understand, and focused on the job itself. Perhaps most importantly, it calibrates interviewer ratings, keeping everyone on the same page. Built around the five key predictors of success in our SUCCESS FACTOR METHODOLOGY™, the Eight Dimension Success Matrix forces interviewers to ask the right questions and probe until they have enough information to complete the form. To use this scorecard in the interviewing process, we are assuming the interview is well-versed in our 8-step SUCCESS FACTOR METHODOLOGY, particularly the steps involving defining success for a particular role, the process of how to interview for success by using the 5 Core Questions, and the approach of uncovering the truth behind candidate responses by applying the Magnifying Glass Technique. These 8-steps are explained in more depth on our website at <http://www.impacthiringsolutions.com>. You can also read about them in the upcoming series of articles in this newsletter or in our soon to be released book titled, *You're Not the Person I Hired*.

Accountability to the interviewing group is vital. When interviewers know they will have to justify the ratings assigned to each candidate to the entire group of interviewers—especially if they've designated Candidate A's Team Leadership ability “1” while everybody else assigned her a “2”—the whole process is taken more seriously.

Because each member of the interviewing team fills out a Eight-Point Success Matrix form after each interview, by end of a long interview cycle a candidate's file may contain twenty or more. The full file allows the person with final hiring power to evaluate full-spectrum of evaluation on all Success Factors. Skimming the right column helps the hiring executive to rapidly compare the same candidate interview-to-interview, and also to evaluate candidates' qualifications against each other, on equal footing.

#### How To Use The Form

The most important consideration in using the matrix is this: **Do Not, Under Any Circumstances, Put Off Completing The Form After Each Interview.** Human memory fades rapidly four to six hours after an event. Once details are gone from short-term memory, they are lost forever.

You absolutely must ensure that your hiring process does not fall victim to procrastination and memory loss (“Er, gee, I think this was the guy with the orange tie who used to work at Enron, yeah? Or was that Exxon? Shoot, I don't remember...”) The hiring team leader must make sure each interviewer sits down immediately after the interview (or by that same day's end, at the latest) to complete the sections for which they have gathered enough information.

It is almost certain that no interviewer will be able to fill out an entire matrix after just one interview. That's fine—they should leave blank any sections that require more information, and make notes regarding what questions to ask in the next interview in the “Comments” area.

We highly recommend that somebody on the interviewing team—preferably the hiring manager him- or herself—be charged with distributing *and collecting* the Eight Dimension Success Matrix forms before and after each round of interviews. When people know they'll be held accountable at the end of the day, they won't put off what needs to be done.

While there are few rules about using the Matrix, there are several tips to keep in mind:

- The form should be explained and discussed fully among the team *before* interviews.
- Each interviewer should understand the difference between a score of Zero, 1, 2, and 3.
- Each interviewer should understand what each of the Factors is intended to measure.

**A candidate who rates Zeros** in any category is probably not the best choice for the job.

The “sweet spot” on the Eight Dimension Success Matrix form is a ranking of “2.” Not too hot or too cold—just right. Depending on the job, it is possible that **a candidate with one or two ratings of “1”** might still be up to the job.