

Results-Based Interviewing™

Structured evaluation from intake through decision.

THE METHOD

Hire for outcomes, not impressions.

Most interviews test for presentation, not performance. Results-Based Interviewing™ replaces gut-feel evaluation with a structured process built around one question: has this person done what winning requires in this role?

STEP 01

Write the definition of winning before the search opens.

The job description describes the role. The definition of winning describes the outcome. They are not the same document. Write: what must this person produce at 90 days, 6 months, and 12 months to be considered successful? Answer that before any candidate enters the process.

STEP 02

Build competency questions against the definition.

Each interview question should test a specific competency that the definition of winning requires. Traditional: "Tell me about a time you led a team." Results-based: "Walk me through the last time you led a team through a deliverable with a hard deadline. What did you promise, what happened, and what would you do differently?"

STEP 03

Use STAR to surface past performance, not hypotheticals.

Situation - Task - Action - Result. Every question should pull a specific past event. What the candidate did, under which constraints, and what the documented outcome was. Hypotheticals tell you how someone thinks. Evidence tells you what they have done.

STEP 04

Score against the written standard, not against each candidate.

Calibrate the panel on the scoring rubric before any interviews run. Each evaluator scores the same criteria with the same definitions. The debrief reconciles scores - it does not produce them.

STEP 05

Debrief against the definition, not against consensus.

The debrief question is not "did you like them?" It is "did their evidence clear the bar?" When the panel disagrees, the definition of winning is the referee. If no one can cite the document, the debrief is a vote.

COMMON BREAKDOWNS

Where structured evaluation collapses.

The interview becomes a conversation.

No question set means no consistent data. Three interviewers leave with three different reads of the same candidate. The debrief debates instead of deciding.

Feedback arrives as a feeling.

"I liked them" cannot be calibrated against the definition of winning. When feedback is a feeling, the debrief follows whoever speaks first.

The bar shifts after candidates enter.

A bar that moved after the search opened was never real. Each exception trains the panel to expect the next one. The standard dissolves quietly.

The debrief happens before scores are documented.

Discussion before individual scoring anchors the group to the first opinion expressed. Document scores independently before the room talks.

The numbers behind the method.

60%+

Fortune 500 companies trust us with executive selection

85%

First-year retention on placed executives

1999

The year Steve Lowisz founded Qualigence
