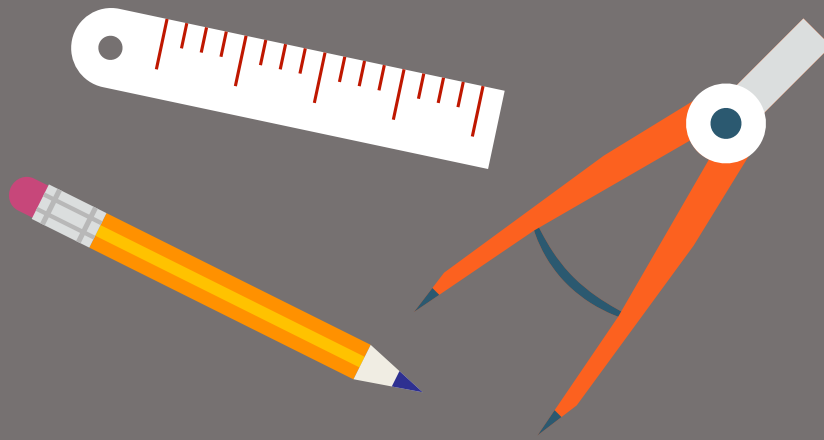# Scorecard Template
for the ResourcefulManager Interviewing Framework

PRACTICAL TOOLS

Scorecard Template for the ResourcefulManager Interviewing Framework

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The following page is a template for using the Resourcful Manager Interviewing Framework scorecard for you to print and use when conducting interviews.

Pages four and five provide sample scoresheets to illustrate the process.

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Scorecard Template for the ResourcefulManager Interviewing Framework

Job description: _____

Candidate name: _____

Date of Interview: _____

Interviewed by: _____ and _____

Elements	Score (1-5)	How determined
Technical ability	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	
Communication skills	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	
Intellect	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	
Situational judgment test*	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ *_____	
Most desirable traits	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	

Total Score: _____

* this factor given double weight because of its proven importance in new hire success rate

Sample Scorecard: John Smith

Job description: Product Manager in Marketing Division

Candidate name: John Smith

Date of Interview: month/date/year

Interviewed by: ABC & XYZ

Elements	Score (1-5)	How determined
Technical ability	1 ☐ 2 ☐ 3 ☐ 4 ■ 5 ☐	**any company-specific tests you may have applied; previous comparable experience elsewhere** successful in previous job, but product unrelated
Communication skills	1 ☐ 2 ☐ 3 ■ 4 ☐ 5 ☐	**how candidate expressed him/herself verbally in interview; written communication skills shown in cover letter; listening skills in being able to repeat, summarize** talked a good game, but had typo in cover letter
Intellect	1 ☐ 2 ☐ 3 ■ 4 ☐ 5 ☐	**intelligence tests administered, academic achievements; seems to quickly absorb complicated information** was a B- student; barely a 3-pt. GPA
Situational judgment test*	1 ☐ 2 ☐ 3 ■ 4 ☐ 5 ☐ *6 ■	**solved similar problems at previous employer, and/or correct answer to hypothetical situation test** hypothetical test answers not optimal, but acceptable
Most desirable traits	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ■	**shows real desire to take on the job (motivation) not yet reached maximum potential (career progression) shows calm and poise (polish)** motivation outstanding – really wants the job; career still going up – not over the hill; very polished and confident, makes great impression

Total Score: 21

* this factor given double weight because of its proven importance in new hire success rate

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Page 4 / 6

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Sample Scorecard: Carla Rodriguez

Job description: Product Manager in Marketing Division

Candidate name: Carla Rodriguez

Date of Interview: month/date/year

Interviewed by: ABC & XYZ

Elements	Score (1-5)	How determined
Technical ability	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ■	**any company-specific tests you may have applied; previous comparable experience elsewhere** successful in previous job with similar product
Communication skills	1 ☐ 2 ☐ 3 ☐ 4 ■ 5 ☐	**how candidate expressed him/herself verbally in interview; written communication skills shown in cover letter; listening skills in being able to repeat, summarize** seemed reserved, but what she said always made sense
Intellect	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ■	**intelligence tests administered, academic achievements; seems to quickly absorb complicated information** was an A student; close to a 4-pt. GPA in college
Situational judgment test*	1 ☐ 2 ☐ 3 ☐ 4 ■ 5 ☐ *8 ■	**solved similar problems at previous employer, and/or correct answer to hypothetical situation test** ran into same problems in previous job; solutions worked some of the time
Most desirable traits	1 ☐ 2 ☐ 3 ■ 4 ☐ 5 ☐	**shows real desire to take on the job (motivation) not yet reached maximum potential (career progression) shows calm and poise (polish)** seems quietly self-motivated; unsure she wants to eventually be a manager; gives impression of being steady, but no superstar

Total Score: 24

* this factor given double weight because of its proven importance in new hire success rate

Conclusions

These two hypothetical Scorecards provide typical examples of how a hiring manager's "gut" can steer him or her in the wrong direction when it comes to picking the ideal candidate from hiring interviews.

If manager ABC had gone with his gut and trusted his instinct, he would have chosen the first candidate, John Smith. Candidate Smith was obviously an extrovert; he made a great impression during the interview; he showed he was a real go-getter and convinced interviewer ABC that he really wanted the job. ABC was inclined to overlook some of Smith's shortcomings and give him a shot.

However, the Scorecard showed that the second candidate, Carla Rodriguez, was actually better suited for the job and had a better chance of becoming an A player for the company in that position. On the Scorecard, she actually outscored Smith, 24 points to 21. Rodriguez may not have been quite so extroverted as Smith, but her previous experience was more relevant to the job both were interviewing for; she was probably a smarter student and would learn things more quickly, and she paid more attention to detail.

Without the ResourcefulManager's Blueprint for Interviewing Scorecard, a typical hiring manager might have picked Candidate Smith because Smith seemed to be more like him, introducing the element of interviewer bias in the hiring decision. With the Scorecard to aid in objective decision-making, the balance tipped in favor of candidate Rodriguez, who was more likely to succeed in the position.

Final score: Rodriguez 24; Smith 21.

Trust the Scorecard!