



Preparing for the Interview

Being prepared for an interview is not just the responsibility of the candidate. Having a list of the top questions to ask, and using them consistently, will make your interview process more successful. Below is a list of questions that we have used and found helpful in assessing our candidates over the years. Feel free to reorder and change as would benefit your organization.

Pre-Interview Brainstorming Tips:

1. Is the job description clearly defined? A well-defined job description will provide a framework for skill-based interview questions.
2. Is your company clear about its purpose and mission? Since candidates are able to find your values on your company website, they will expect your interview questions to be in alignment with these mission statements. Asking such interview questions will not only help build your employer brand strength, but it will also help you identify individuals with whom will be a cultural fit in your organization.
3. What are the main goals for the key executive you are seeking to hire? By asking performance-based situational questions you can gather information on how your candidates perform, what metrics they value, and what you should expect from them in terms of productivity.

7 Tips for Conducting Successful Interviews:

1. Use a structured interview guide inclusive of job-related questions, as well as to ensure unlawful or discriminatory questions are avoided
2. Develop a system for evaluating applicants
3. Take notes and ask follow-up questions
4. Have multiple facilitators leading the interview if possible
5. Rate each answer based on a predetermined formula. Ensure all candidates are held to the same standard to prevent bias in the interview process.
6. Leave enough time at the close of the interview for the candidate to ask questions of you, the role, and the organization
7. Close by providing the candidate with information on when they should plan to hear back from you and what the next step(s) would be

Happy Interviewing!

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| Competency: Business Performance | | | | | |
| Question:  **Based on your past experiences, explain how you could make an impact on our business model and approach?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
| Notes |  | | | | |
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| Competency: Cultural Sensitivity | | | | | |
| Question:  **What role does “culture” play in the success of an organization?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
| Notes |  | | | | |
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| Competency: Leadership | | | | | |
| Question:  **What is your experience building high-performance teams?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Stress Tolerance/ Change Agent | | | | | |
| Question:  **Describe a time when you had to make significant changes to an organization to improve the business? What obstacles did you face? How did you overcome them?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Decision Making | | | | | |
| Question:  **What methods do you use to make decisions? When do you find it most difficult to make a decision?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Leadership | | | | | |
| Question:  **If I were to ask your direct reports about your leadership style, what would they say is your greatest attribute as a [insert job title]?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Teamwork | | | | | |
| Question:  **What would your direct reports define as your areas needed for improvement?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Financial Management | | | | | |
| Question:  **Have you ever been over budget? Why? How did you handle it?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Personal Effectiveness/ Credibility | | | | | |
| Question:  **What are your three greatest professional accomplishments?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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| Competency: Work Standard | | | | | |
| Question:  **What is the toughest feedback someone has ever given you? What did you learn from it?** | | | | | |
| Rating Scale | 5 | 4 | 3 | 2 | 1 |
| **Excellent** | **Good** | **Fair** | **Needs Improvement** | **Poor** |
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