# Interview Guideline

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|---|---|---|---|
| POSITION: | Associate | INTERVIEWEE: | |
| DEPARTMENT: | | INTERVIEWED: | |
| MANAGER: | Wendii | CREATION DATE: | 2012-02-16 |
| INTERVIEWER: | | | |

## INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)

The purpose of this interview guide is to help you evaluate candidates. The questions shown here are drawn from a behavioral analysis of this position, conducted by you or a previous manager. Guidelines are suggested for evaluating the strength of candidates' answers.

We recommend you ask the questions *exactly as they are worded.* This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).

Please take notes in the space provided. *Write down what the candidate SAYS, rather than your impressions.* That will help you share the behavioral reasons for your conclusions and decision.

*Remember to be as pleasant and friendly as you can be.* You *can* deliver a demanding interview while also being polite and kind.

## INTRODUCTORY STATEMENT

*(PLEASE READ THIS OUT LOUD)*

Thank you for interviewing with me today. Here at Manager Tools we use a behavioral interviewing style. I'll be asking a series of questions about experiences you've had and how you handled them. I've got a series of between 10 and 15 questions, and this might take us an hour, perhaps a little more time. Don't be surprised if others here ask you the same questions in other interviews - that's normal. We want to be sure that every person we hire has the same qualities that have made us so successful.

There will be times when I will ask you for more information, and don't worry, that's normal. I will be taking notes - please don't let it distract you. The way we'll do it is, first, I'll ask you some questions, and then I'll answer any questions you might have of me. When you're done with your questions, we'll finish up. I'm excited you're here - let's get started.

# Question 1

Tell me about a time where your communication with others - type, frequency, with whom, about what - helped you build rapport or create better relationships and outcomes?

*What behaviors to look for:*   How did they learn about the other person? Were their exchanges based on respect, or simply getting an outcome? Did they continue the effort? Did they only do so to get a result, or do they show a pattern of always working at relationships?

**WEAK**

Only interested in other person for potential outcome
Does not consistently build relationships
Only calls when they want something
Cannot demonstrate clear business benefit

**STRONG**

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Maintains relationships without near term business gain

**NOTES:**

# Question 2

Tell me about an effective relationship you have created and kept over a long period. How did you achieve that?

*What behaviors to look for:* What do they describe as "long"? What actions did they take to keep the relationship active? Was there reciprocity – a willingness to share as well as benefit? What different forms of communication do they use? How do they communicate in ways that are helpful to the other person?

**WEAK**

Long is less than 1-2 years
Relies on other person to make contact
Does not offer to give before getting
Communicates in a limited way
Has only internal relationships

**STRONG**

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Has relationships in different companies/industries
Demonstrates different communication styles

**NOTES:**

# Question 3

Tell me about a time when open and frequent communication built trust between you and another.

*What behaviors to look for:*    Did they initiate communication or just respond? What did they do to make sure there was frequent communication, even when there wasn't necessarily a business need? Did the communications take multiple forms, or just one? Did they address tougher subjects when necessary?

**WEAK**

Relies on other person to make contact
Uses role power before relationship influence
Does not offer to give before getting
Communicates in a limited way
Communicates only about business matters

**STRONG**

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Builds trust by sharing personal information
Communicates to maintain relationships for future work

**NOTES:**

# Question 4

**Describe a situation when you have successfully managed multiple projects simultaneously.**

*What behaviors to look for:* What planning or scheduling did they do to address the workload? Did they simply react to changes, or did they proactively stay on top of issues? Did they communicate reactively, or did they see this as normal professional responsibility and handle it well?

**WEAK**

Did not plan to address workload
Did not deliver projects on time or budget
Expresses dissatisfaction at having to manage
Did not delegate or coach others to achieve goals

**STRONG**

Has a clear method for managing multiple projects
Delivers projects on time and budget
Communicates regularly and methodically with others
Uses team's skills to ensure goals are met

**NOTES:**

# Question 5

Tell me about your methods for following through on projects and details. How do you measure your success in this area?

*What behaviors to look for:* How complex was the project? How many details were there? Did they have a clear way of keeping track of the details? What was their approach to managing multiple, conflicting priorities and projects?

**WEAK**

Project is less complex than reasonable for this role
Details not proactively or methodically tracked
Does not have a method for managing conflicting priorities
Follows through only after aware of crises

**STRONG**

Project complexity is significant for this role
Follow through systems lead to improved performance
Systematic approach reduces errors and delays
Approach improves learning and future performance

**NOTES:**

## Question 6

Tell me about a time when you have had to create and maintain detailed project plans and task lists. How did you go about this?

*What behaviors to look for:*    How detailed were the plans? Were they electronic/efficient for use, or just kept on paper? Did others have access to them? Could they be used in the future? Did they have a way to improve on them over time?

**WEAK**

Details are less complex than reasonable for this role
Method of tracking not appropriate to project type or size
Detail could not be reused or accessed by others
Tracking does not create proactivity

**STRONG**

Project complexity equal/greater than required for role
Tracking method was appropriate to complexity
Tracking supports proactivity and improvement
Detail could be reused or used by others
Describes improvement mechanism

**NOTES:**

# Question 7

Tell me about a time when you needed to follow instructions accurately. How did you ensure that your work was correct?

*What behaviors to look for:*    What did the candidate do to ensure they understood the instructions? Did they write them down, or ask questions? What steps did they take to ensure that the work didn't get off track? Did they do anything to make sure the final product was what was expected?

**WEAK**

Did not remember instructions
Did not ask questions or clarify
Made errors left uncorrected
Had to be prompted with repeated guidance
Hid errors

**STRONG**

Took notes
Asked for clarification
Open with communications about questions and issues
Validated assumptions
Planned quality into the work
Checked work for accuracy

**NOTES:**

# Question 8

Describe a situation when you noticed a particularly important detail and had to alert others to its importance.

*What behaviors to look for:* Did they react professionally? Did they over-react? What form did the communication take? Whom did they notify, and why those recipients? How did they discover the detail? Did they follow through?

| WEAK | STRONG |
| --- | --- |
| Focused on wrong details | Saw the right details clearly |
| Failed to communicate in a timely way | Communicated in a way that highlighted the issue |
| Notified wrong people | Communicated with recipient in mind |
| Message not received well or correctly | Escalated communication appropriately if necessary |

**NOTES:**

# Question 9

**Tell me what your problem solving approach is. How have you communicated that to your team?**

*What behaviors to look for:*    Do they have a standard approach? Are they able to communicate to allow others to contribute? Do they define each situation as a one-off or special case? What rules do they always apply, if any? Does their system allow Solving problems team? them to improve their speed or quality over time?

**WEAK**

Does not have a consistent problem solving strategy
Does not collaborate with others to develop solution
Does not describe post action review
Does not indicate how learning improves strategy

**STRONG**

Has a clear strategy for problem solving
Collaborates early with others
Develops rules and systems for future similar situations
Conducts a post action review
Demonstrates learning from application and review

**NOTES:**

# Question 10

How have you taken the interactions with other systems into account when developing solutions for your team's problems?

*What behaviors to look for:* What outreach do they do to ensure minimal external impacts due to changes they make? How do they involve others in the analysis? What larger organizational systems do they have particular awareness in, and why?

**WEAK**

Does not clearly describe the landscape
Barely involves others and/or does not collaborate
Only considers one or two other systems

**STRONG**

Clearly articulates the systems which interact and how
Involves a wide range of stakeholders in collaboration
Describes a multitude of systems with differing impacts

**NOTES:**

## Custom Question 1:

Tell me about a time when you've had to research a topic, and then provide a synthesis and recommendations.

**NOTES:**

# Custom Question 2:

Tell me about a time when you've had to develop and manage your own projects.

**NOTES:**

# Custom Question 3:

Tell me about a time when you've managed multiple competing priorities.

**NOTES:**

# Custom Question 4:

Tell me about a time you've worked with multiple priorities, where their importance has changed frequently.

**NOTES:**

# Custom Question 5:

Tell me about a time when you've had to establish a method of achieving something.

**NOTES:**

# Custom Question 6:

Tell me about how you manage your workday & workload.

**NOTES:**