



## Interview Review Guide

<b>Guideline for questions</b>	<p>If everyone gives the same answer, it's NOT a good question to ask. Radically different answers to the same question indicate it's a good interview question</p> <hr/> <p>Hypothetical questions will always give you hypothetical answers:</p> <ul style="list-style-type: none"> <li>● Example of a HP response: "I did this (in that situation)..."</li> <li>● Example of a Lp response: "What I would do in a situation..."</li> </ul>			
<b>Pick a characteristic:</b>	<ul style="list-style-type: none"> <li>● High performers (HP) are highly collaborative and self-directed.</li> <li>● Low performers (Lp) are not collaborative and have a negative disposition.</li> </ul>			
<b>Craft your questions carefully:</b>	<p><b>Example of a good question:</b>          "Could you tell me about a time you lacked the skills or knowledge to complete an assignment?"</p> <p><i>Note: This question remains open-ended and allows the candidate to direct the question as he or she chooses</i></p>	<p><b>Example of a wrong question:</b>          "Tell me about a time when you had to adapt to a difficult situation and how you resolved it?"</p> <p><i>Note: This is "leading the witness." It tells them how you want them to answer, and they will adapt. Instead try: "Could you tell me about a time you had a difficult situation?"</i></p>		
<b>Think about the characteristics you want:</b>	<p>Example characteristics may include:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>● Self-learner</li> <li>● Makes ethical decisions for the company</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>● Enjoys being challenged</li> <li>● Maintains a servant mindset towards customers</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li>● Self-learner</li> <li>● Makes ethical decisions for the company</li> </ul>	<ul style="list-style-type: none"> <li>● Enjoys being challenged</li> <li>● Maintains a servant mindset towards customers</li> </ul>
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<b>Observations:</b>	<p>The difference between problem solvers and problem bringers:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>● Problem solvers will <u>automatically</u> tell me how they overcame it.</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>● Problem bringers will just tell me the problem.</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li>● Problem solvers will <u>automatically</u> tell me how they overcame it.</li> </ul>	<ul style="list-style-type: none"> <li>● Problem bringers will just tell me the problem.</li> </ul>
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<b>Answer length:</b>	<p>The questions are designed for the person to talk for more than <u>2 minutes</u>. Their response should be approximately <u>5-6 minutes</u>.          Look for warning signs or positive signals.</p>			
<b>Purpose:</b>	<p>Remember... you are trying to identify whether we are talking to a HP or a Lp. If during the interview you know that this person is not right, say:          "It doesn't sound to me like you're really feeling excited about the possibility of this job."</p>			
<b>If applicant is silent:</b>	<p>Use the 3-second rule: count to 3 before you speak. Do not get uncomfortable with silence. Give them a chance to reveal their true personality. Don't lead them and ruin the question we worked so hard to get an answer for.</p>			
<b>Reference questions when calling previous jobs or personal references:</b>	<ol style="list-style-type: none"> <li>1. Can you give me 3 words that best described [applicant's name]?</li> <li>2. What actions have you seen that caused you to choose one of those words?</li> <li>3. What does [candidate's name] do really well?</li> <li>4. Where does [candidate's name] need help improving?</li> </ol>			

# The Interview

Helpful Guidelines	Optional Warm-Up Questions
<ul style="list-style-type: none"> <li>● Put the applicant at ease (e.g., small talk).</li> <li>● Describe the interview process BEFORE starting the interview.</li> <li>● Inform applicant WHEN you expect to make a decision and how you will notify them.</li> <li>● Describe the duties and responsibilities of the job.</li> <li>● Explain hours and days.</li> <li>● Share opportunities for advancement.</li> <li>● Discuss benefits: sick pay, vacation, health benefits, continuing education, etc.</li> <li>● Explain the Trial Period of 90 days as part of the hiring process.</li> <li>● Describe career attire.</li> <li>● Ask permission to contact present employer and other references when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>● How has your experience prepared you for this job?</li> <li>● How has your training prepared you for this job?</li> <li>● In what ways do you think you can make a contribution to our company?</li> <li>● What makes a job undesirable to you?</li> <li>● What 2 or 3 accomplishments have given you the most satisfaction?</li> </ul>

## HFK Questions

1. Don't think about just work. We are trying to get to know you. Finish this sentence: "I love it when..."
2. Could you tell me about an experience when someone has wronged you?
3. Could you tell me about an experience where you had to manage yourself without guidance?
4. Could you tell me about a time you lacked the skills or knowledge to complete a task?
5. Could you tell me about a time you had to balance priorities?
6. Can you tell me about a time in detail when you made a mistake that cost someone else time or money?
7. How do you define morals? Could you identify a situation that challenged your morals?
8. Could you tell me about a time you had a difficult situation?
9. Could you tell me about a time you encountered an inefficient process or procedure that did not seem to be working?
10. Could you tell me about a time when you were given an assignment that really didn't fall within your role?

**Clarifying questions:**

**Who:** Were others involved?  
**What:** Can you give specifics?

**When** was the time frame?  
**Where** did this take place?

**Why:** Tell me more about why you chose that action.

### Universal Coach-ability Questions:

1. What was your boss's name? Please spell it for me. *(Very important)*
2. Tell me about [NAME] as a boss.
3. What's something that you could have done or done differently to enhance your working relationship with [NAME]?
4. When I talk to [NAME] what will they tell me your strengths are?
5. Everyone has areas where they can improve, so when I talk to [NAME], what will he/she tell me your weaknesses are?