

LeaderPersona

Behaviors Related to
Selecting and Hiring

Interview Guide

NETWORKING

ASK:

Regardless of what you do in life, “who you know” is often very important. Describe a time you contacted someone at a business or in your community to establish a “useful” relationship — that is, someone who could help you accomplish a goal. Who did you contact? How did you go about it? What did you hope to gain?

LISTEN FOR:

Social initiative; ability to establish relationships; willingness to utilize existing relationships for business purposes

Rating for Networking				
Poor		Average		Excellent
1	2	3	4	5

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COMMUNICATING

ASK:

Communicating with others is often difficult; sometimes it is hard to get your point across. Tell me about the most frustrating time you have had in trying to get an idea across to another person. What was the situation? What obstacles did you face? How did you overcome them? What was the outcome?

LISTEN FOR:

Ability to convey a message; willingness to adapt one's style or approach; comfort in dealing with different types of people

Rating for Communicating

Poor

Average

Excellent

1

2

3

4

5

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COORDINATING

ASK:

Everyone has his or her own system for getting things done. Tell me about your approach to your last major project. (It can be work-related but does not need to be.) What was the project and timeframe? What needed to be accomplished? Were other people involved? How did it work out? Would you do anything differently next time?

LISTEN FOR:

An organized and systematic approach; clear understanding of goals and objectives; efficient use of available resources

Rating for Coordinating				
Poor		Average		Excellent
1	2	3	4	5

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COUNSELING

ASK:

Tell me about the last time you provided feedback to help a person master a skill or improve his or her performance. What was the situation? What feedback did you provide? What was the outcome?

LISTEN FOR:

Evidence that others look to the candidate for advice; the ability to provide constructive feedback; the satisfaction derived from helping others improve

Rating for Counseling				
Poor		Average		Excellent
1	2	3	4	5

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REWARDING

ASK:

Did you ever receive most of the recognition for something in which others played a significant role? When did this happen? How did this make you feel? How did you handle the situation?

LISTEN FOR:

Willingness to give recognition to others when it is due; comfort sharing the spotlight

Rating for Rewarding				
Poor		Average		Excellent
1	2	3	4	5

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MOTIVATING

ASK:

Describe a time when you made a special effort to encourage the success of another person. What was the situation? What did you do? Were you successful?

LISTEN FOR:

Enthusiasm; positive energy; insight into what motivates others

Rating for Motivating				
Poor		Average		Excellent
1	2	3	4	5

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**Managing Performance
and Providing Support**

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TEAM BUILDING

ASK:

Describe the most difficult conflict you ever had to mediate. What was the problem? Who was involved? How did you handle it? What was the outcome?

LISTEN FOR:

Facilitation skills; tact and diplomacy; willingness to deal with difficult individuals

Rating for Team Building				
Poor		Average		Excellent
1	2	3	4	5

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MONITORING

ASK:

Tell me about a time you needed to track the progress of others toward a goal. (This could be in a work setting or a non-work situation, such as a fundraising effort or a sports team.) What was the situation? What approach did you take? Did you encounter any problems or issues?

LISTEN FOR:

A systematic approach; effective use of goal-setting; clear and specific criteria

Rating for Monitoring				
Poor		Average		Excellent
1	2	3	4	5

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SUPPORTING

ASK:

Describe the most recent time when someone came to you for help with a problem. What was the situation? What did you do? What was the outcome?

LISTEN FOR:

Empathy; a genuine interest in others' problems; evidence that others see the candidate as trustworthy

Rating for Supporting				
Poor		Average		Excellent
1	2	3	4	5

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Behaviors Related to
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Business**

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ANALYZING

ASK:

Tell me about a time you were responsible for a project with a specific budget you needed to manage to. (This could be in a work setting or a non-work situation, such as planning a wedding or vacation.) How did you go about this? Did you run into any problems? What was the outcome?

LISTEN FOR:

Attention to detail; balancing conflicting priorities; development of contingency plans

Rating for Analyzing				
Poor		Average		Excellent
1	2	3	4	5



PROBLEM SOLVING AND DECISION MAKING

ASK:

Tell me about the toughest problem you have ever solved. What was the situation? What was your solution?
Describe your decision-making process.

LISTEN FOR:

Search for relevant information; evaluation of multiple alternative solutions; logical process

Rating for Problem Solving and Decision Making

Poor

Average

Excellent

1

2

3

4

5

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PLANNING

ASK:

Sometimes, when we are in a hurry, we tend to rush through a task and don't take as much care as we should. As a result, we end up making more work for ourselves. Tell me about a time this happened to you. What was the situation? What "shortcuts" did you take? What problems resulted? What lessons did you learn from this experience?

LISTEN FOR:

Evidence of a planning "mindset"; efficient use of time and resources; concern for quality

Rating for Planning				
Poor		Average		Excellent
1	2	3	4	5