Fire Up! Your Employees

Chapter 6: Find Out What You Need to Know – The Interview and Talent-Based Questions

Exercises: This chapter has several exercises that help you practice with the final three steps of the Fire Up! Hiring Process.

**Step 6a:**
This exercise will ask you to evaluate the effectiveness of your interview process (the physical environment and the tone you create). Complete your work on the worksheet marked Step 6a. Complete this activity before moving on.

**Step 6b:**
This exercise will ask you to use the position for which you created a Talent Matrix and to prepare interview questions as if you were interviewing new candidates for the role. Use the Interview Questions Preparation Worksheet in step 6b to create your list of quality questions. Start first with your most important talents (those scoring a “5”). Locate questions that focus on these talents in this PDF (pages 4 – 12). Complete this activity before moving on.

**Step 7:**
This exercise will ask you to review the Employee/Candidate Evaluation Matrix (page 13 of PDF) to be comfortable using the worksheet to tabulate and evaluate candidates. Determine how you will use this evaluation matrix with your next interview process. Complete this activity before moving on.

There are no exercises for Step 8.

Creating an Action Plan is a critical component of implementing the Fire Up! Process. To access the Action Plan that has been created for Fire Up! Your Employees and Smoke Your Competition, click on the Action Plan link from the Beyond the Book page. You will add your action items from each chapter to this master Action Plan.

Add action items as necessary for each of the presented remaining three steps of the 8-step Fire Up! Hiring Process.
Step 6a: The Interview

Date of most recent interview: ____________________________________________________________

Position interviewed: ________________________________________________________________

What steps were done to create a powerful tangible or physical interview?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What worked well? Why?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What did not work well? Why?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What improvements need to be made?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What steps were done to create a supportive tone or connection in the interview?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What worked well? Why?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What did not work well? Why?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

What improvements need to be made?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

How did your interview encourage the candidates to be honest and candid with you?
Step 6b - Interview Questions Preparation Worksheet

Role: _______________________________________________

Quadrant strength (circle primary focus):  Emcee  Chairman  Professor  Friend

Axis strength:  Thinking  Feeling  Directing  Supporting

General interview questions:
1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________

Performance and team talent interview questions:
Performance talent: _______________________________________
1. __________________________________________________________
2. __________________________________________________________

Performance talent: _______________________________________
1. __________________________________________________________
2. __________________________________________________________

Performance talent: _______________________________________
1. __________________________________________________________
2. __________________________________________________________

Team talent: ______________________________________________
1. __________________________________________________________
2. __________________________________________________________

Skill and experience questions:
1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________
General and Specific Talent-Based Interview Questions

**Preliminary comment:**
Create a list of questions around the talents identified on the Talent Matrix. Consider several general questions; concentrate on asking very specific talent-based questions. This list is prepared alphabetically for the 16 talents identified in *Fire Up Your Employees and Smoke Your Competition*. The goal is to create questions that candidates are not able to prepare for because the questions are searching for “talents.” Talents are “top-of-mind” or first reactions so the more candid the response by the candidate, the more information the interviewer will have about the presence of the required talents.

Successful interviews require no more than two or three questions for each of the talents you are assessing. Get good at asking a powerful talent-based question then really listen to the answers. From the answers, you will be able to pose appropriate follow up questions. If you are concerned about getting through your list of 20 questions, then you will ask less effective questions and not be focused on the answers. Several powerful questions (taken from this list of questions) are more effective than many questions.

**IMPORTANT:** Work to get out of the habit of asking skills and experience questions. Commit to a focus on talents and if time in the interview allows, assess skills and experience (unless a critical skill such as driving, lifting or other BFOQ requirement is a pre-requisite for the role). You are hiring the thinking and attitude of the employee – this will be more evident in a review of talents than skills (which can be taught) or experience (which may be more inappropriate than appropriate for your workplace).

Remember – you want the interviewee’s first reaction so be sure your questions are the kind that the interviewee is unable to prepare for. Good luck and get good at asking, then listening; the candidate has the information you need about how well he/she will fit into the role and you need to get this information. Add your own powerful talent-based questions to this list.

**Twenty significant General Interview and Get-to-Know-You Questions** (these questions can be asked of every candidate regardless of the role’s talent requirements; consider building your interview questions to include several of these general questions, followed by questions that focus on the particular required role and team talents):

1. Explain the term *work ethic*, and describe yours.
2. Assume that you have come to work here. One year from now, you go home and think accepting the job was the best thing you ever did. What happened during the year to encourage you to feel this way?
3. Where is your greatest opportunity to shine? What do others applaud you for? How do you maximize this event?
4. Workplace success happens when employees are properly matched to their roles. Why is this position a good match for you? Why can we expect extraordinary performance from you?
5. What do you know about our workplace? How do we fit into your definition of an ideal workplace?
6. To be successful in our company, all of our roles focus on service. How do you see your role as a service provider? How will your service *stand out*?
7. Use one word to describe yourself. Why did you select this word? Would others agree with this word by what they see?
8. How do you play to your strengths? How do others see your strengths and what do they say?
9. Define the perfect role (job) for you. What makes it perfect?
10. Why should we hire you? What distinguishes you from other candidates?
11. What ways do you express your personality in the workplace? How does it help to drive results? What makes you extraordinary?
12. How does your role (the role you are applying for) drive results for the company? Identify three things you have done in your previous roles that contributed to company performance.
13. Describe what ordinary service and extraordinary service look like. How have you contributed to making extraordinary service in your previous role? What are your suggestions for making extraordinary service happen in this workplace?
14. What are two things that motivate you to perform? Why? How has your previous manager used these and what performance was achieved?
15. Describe one personal or professional accomplishment of which you are most proud. Why are you proud of this? What does it tell us about you?
16. How do you present and promote a business idea to a manager? What have you done? How was it received? What will you continue to do, or change?
17. What was the most ethical challenge you have faced in the workplace? How did you handle it? Why did you handle it the way you did?
18. Define a successful workplace. What attributes does it have? What does it feel like to work there?
19. What makes a job interesting for you? How do you make any job interesting?
20. What is the greatest way you currently make a difference at work? Why? How does this make you feel? What others ways can you make a difference?

**Specific talent questions using Fire Up’s sixteen talent topics:**

**Adapter** – Is resilient and flexible; easy going and comfortable with change; accommodating and adaptable, accepting; handles many variables at once; focuses on the short term; resilient, responsive, and reactive. Quadrant: Emcee – Directing/Feeling.
1. If I asked your previous boss (or co-worker), what would he/she say about your ability to remain positive and upbeat in your role? Cite an example. What was the effect on others?
2. What is the most challenging personnel issue you have had to deal with? How did you handle it? What influenced your decisions and how did it end up? Were you pleased with the solution? Why or why not?
3. Describe what you would classify as a crisis. How have you handled one? What did you do that worked? What did not work?
4. Tell me about a time that you had to deal with a difficult co-worker. What was the situation and how did you handle it?
5. What talents did you rely on in your last role to make you successful? How did you maximize these in your role?
6. How would your co-workers describe the way you respond to hectic or stressful situations? Why? Do they think it was effective? Do you think it was effective?
7. You have a customer in front of you and the phone rings. No one else available to answer the phone. What do you do? Why?
8. What is the most demanding workplace situation you have encountered? What made it difficult? How did you handle it successfully? What did the experience tell you?
9. You have a friend who just started a new job that requires many hours. He approaches you and asks how you balance work and a personal life. What do you tell him?
10. What talents did you rely on in your last role to make you successful? How did you maximize these in your role?

**Bottom-liner** – Focuses on significant performance – exponential instead of incremental; acts with intent; productive and disciplined; thinks carefully and strategically; always results-oriented. Quadrant: Chairman – Thinking/Directing.
1. If I asked your previous boss (or co-worker), what would he/she say about you and your attitude and focus on excellence? Cite an example.
2. What is the most demanding sales (employment, management, etc.) situation you have encountered? What made it difficult? How did you handle it successfully? What did the experience tell you?
3. What is the most personally satisfying aspect of working with customers? What value do you get from this role?
4. How does your role drive results for the company? Identify three things you have completed that contributed to company (bottom line) performance?
5. How does your role drive extraordinary service? Identify three things that you do that drive the service level of your department or business.
6. What was the most effective creative or innovative thing you did in your last job? How did you come up with it? What was its impact?
7. What does a customer mean to you? How do you maximize a service response to a customer? What level of performance does it require?
8. What do you say or do to help other employees improve their performance or attention to customers? What have you done? How has it been successful?
9. How do you plan your day? What metrics to you use to measure your success during your workday? How effective are they?
10. Define your personal key to success? What makes you different? How is this noticeable in your role? How would we see it in our workplace?

**Caregiver** – Focuses on emotions and feelings; aware of feelings in self and in others; selfless in service; appreciates and understands individuality; strong sense of belonging, family, and team; openly cares for and supports others; considerate, empathetic, caring, and compassionate.

**Quadrant: Friend – Feeling/Supporting.**
1. If I asked your previous boss (or co-worker), what would he/she say about your ability to relate to others – customers and fellow employees? Cite an example. How is your approach successful?
2. What is the most personally satisfying aspect of working with customers? What value do you get from this role?
3. What is the least satisfying aspect of working with customers? What about it makes it the least satisfying?
4. How have you handled telling a customer no because of a company policy? What happened? Were you able to build the relationship in the process? If yes, how? If no, why not?
5. Describe the level of customer (or co-worker) interaction you should have in your definition of the perfect workplace.
6. What does a customer mean to you? How do you maximize a service response to a customer? What level of performance does it require?
7. What do you do that makes you successful in communicating with different types of people? Describe an event that shows this in action.
8. Tell me about a time that you were part of a great team. What was your role on the team and how did you help to make it great? What did it feel like to be on this team?
9. What do you think about when you buy a gift for a friend or family member? Why?
10. Define the most frustrating type of manager for you. What makes this person frustrating for you? Define the ideal type of manager for you. What makes this person ideal?

**Connector** – Problem-solving and systemic fact-based focus; connects facts and performance; defines, performs, and lives by goals and objectives; focused and empirical; methodical, logical, and careful. **Quadrant: Chairman – Thinking/Directing.**
1. If I asked your previous boss (or co-worker), what would he/she say about your ability to use events from the past to influence your thinking in current events? Cite an example. What does this show about how you solve problems?
2. If I asked your previous boss (or co-worker), what would he/she say about you and your attitude and focus on finding workable and practical solutions? Cite an example.
3. If I asked your previous boss (or co-worker), what would he/she say about your ability to stay focused and use goals to perform at high levels? Cite an example.

4. Should companies allow employees to handle situations in the best way they know how or should they establish and hold employees responsible to fully comply with company policies? Which way encourages the best employee performance and service levels? Why?

5. What regular sources do you use to stay connected to business thinking? Why did you choose these? What is the latest business (or field-related) book you have read? Why did you select it? What did it tell you? How has it changed your thinking?

6. Results for the month were not as strong as expected. Describe how you would find out where the problems were? Who would you involve?

7. What is the most demanding customer situation you have encountered? What made it difficult? How did you handle it successfully? What did the experience tell you?

8. How does your role drive results for the company? Identify three things that you have completed that contributed to performance?

9. A competitor has moved into the area and seems to offer things that we do not – enough so that some of our customers are moving to this competitor. What would you do? Why? What do you think the effect would be?

10. An argument has broken out between two, normally very close, team members. How will you provide feedback to each of the employees? Be sure to define your approach to problem solving.

**Driver** – Focuses on doing and getting things done; acts with purpose and direction; establishes order; processes many variables concurrently; organizes and delegates; competitive and focused.

**Entertainer** – Focuses on fun, feelings, and getting along; upbeat; entertaining and candid; connects with all personalities; spontaneous; conversational, social, and happy; confident and dynamic.

**Quadrant: Chairman – Directing/Thinking.**

1. If I asked your previous boss (or co-worker), what would he/she say about you and your level of achievement and completing tasks successfully? Cite an example.

2. If I asked your previous boss (or co-worker), what would he/she say about your ability to solve problems and use analysis to determine the best response? Cite an example.

3. Which do you prefer: a business that is run in an efficient business-like manner or one that is more personal and friendly? Why? Support your decision with its impact on results.

4. What guides your thinking as you approach your job each day? How do you know what level to perform at to be successful in your role?

5. What are the attributes of successful people? Which of these attributes do you have? How will I see these in your performance?

6. Tell me about a time that you were part of a great team. What was your role on the team and how did you help to make it great? What did it feel like to be on this team?

7. What is one of your most significant completed career goals? Why? What is one of your most significant uncompleted career goals? What is your plan to achieve it?

8. What is the most demanding workplace situation you have encountered? What made it difficult? How did you handle it successfully? What did the experience tell you?

9. Have you had to champion an unpopular decision, policy, or change? How did you handle it? What was the outcome?

10. How does your role drive results for the company? Identify three things you have completed that contributed to company performance.

**Quadrant: Emcee – Feeling/Directing.**

1. What is a healthy way to have an ego at work? How does it help performance? How can it interrupt performance?

2. If I asked your previous boss (or co-worker), what would he/she say about your ability to meet new people and get along with others? Cite an example.

3. What do you like about meeting new people? How does this help you be successful?

4. Many people feel that work is a four-letter word; they feel that work must be difficult and demanding. Can work be fun? How would work that is fun and entertaining encourage greater performance? How do you make work fun?
5. Do you find meeting people to be easy or difficult? Why? Define your process to meet new people.
6. How does your success with people help drive results? Identify a situation that supports this.
7. If you had a free afternoon, how would you spend your time? Why? What do you consider ideal?
8. Define the most frustrating type of manager for you. What makes this person frustrating for you? Define the ideal type of manager for you. What makes this person ideal?
9. What is the most significant way you make a difference at work? Why? How does this make you feel?
10. Many people say that employees are too coddled in today’s workplace; we worry too much about how employees feel. Does it matter how employees feel in the workplace? Why? What is the benefit or consequence of happy or unhappy employees in the workplace?

**Facilitator** – Focuses on learning and teaching others; shares information; advances performance of self and others; detail-oriented; interested in opinions, discussions, and new information; practical thinker. Quadrant: Professor – Supporting/Thinking.
1. If I asked your previous boss (or co-worker), what would he/she say about your ability to encourage others to perform? Cite an example.
2. If I asked your previous boss (or co-worker), what would he/she say about your ability to encourage yourself and others to commit to only excellence in performance? Cite an example. Define performance excellence.
3. How do you currently develop employees and encourage them to constantly learn? What successes have you had? What failures have you had? What has this taught you?
4. Define one area in which you consider yourself to be an authority. How did you get to be an authority? Why did you select this area? What do you do with what you know about this area?
5. How do you maximize an employee’s performance? What have you done and how has it worked?
6. They say that when you go to bed each night, the world changes. What changes happened last night and how do they affect you – either professionally or personally? What is the possible impact of them on the company?
7. What employees know is the key to company performance, particularly in today’s intellectual and service workplace. Despite this, some employees aren’t interested in learning and developing stronger skills. How will you encourage these employees to learn and think their ways through their work days? What have you done? How effective was it? What could you do in our company?
8. In your perspective, is it better to submit a project on time that is not quite complete, or to fully complete the project, even if it misses a due date? Explain your decision.
9. What do you like about learning? What sources do you consider the best places for learning? What is your personal learning plan? How can you help others develop a learning plan?
10. What excites you about learning new things? What is one of your favorite things you have learned lately? What personal or professional impact has this new information or learning made? Why?

**Includer** – Focuses on belonging, contributing, and being part of something important; looks to be understood and appreciated for work and effort; feels connected and helps others feel connected; makes a difference; shares and creates personal contacts; approachable, receptive, sensitive, and loyal. Quadrant: Professor – Supporting/Thinking.
1. If I asked your previous boss (or co-worker) about how you worked with your peers, what would he/she say? Cite an example.
2. What is the most important part of the job for you? What is the most important part of the workplace for you? Why?
3. What is one thing that can be done to create an employee-focused culture and workplace? How would this help employees feel connected to their work and workplace?
4. What is the role of policies and procedures in a company? How do they help or hurt performance? What is the best policy you have seen and why? What is the worst policy you have seen and why?
5. If I asked your previous boss (or co-worker), what would he/she say about your attitude and focus on excellence? Cite an example.
6. Have you had to champion an unpopular decision, policy, or change? What was this decision and how did you handle it? What did you learn from the experience?
7. Results for the month were not as strong as expected. How might you find out where the problems were? Who might you involve?
8. What is your process for dealing with problems or problem solving? How do you control the problem and logically solve it? What successes have you had with this approach? Provide an example of it in practice.
9. How should employees be paid? Why? What encourages employees to perform at great levels?
10. Should companies allow employees to handle situations in the best way they know how or should they be required to simply follow established company policies? Which encourages the best employee performance and service levels?

**Inspirer** – Brings out the best in others; able to activate, motivate and inspire others; influential; unites and includes others; visibly present; charismatic and non-judgmental. Quadrant: Emcee – Feeling/Directing.

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to remain positive and composed in difficult situations? Cite an example.
2. What is the most demanding sales situation you have encountered? What made it difficult? How did you inspire others to help in dealing with the situation? What was the outcome?
3. If I asked your previous boss (or co-worker), what would he/she say about your ability to inspire others to perform, or to inspire customers to return? Provide examples.
4. All companies need employees who are upbeat and positive. If you were asked to help create an upbeat and positive workplace culture, what would you consider? Will any of what you propose work for customers? If so, how?
5. What kind of relationships do you have with your co-workers? Why? What is your role in making the relationships work? What specifically do you do and would you do in this company?
6. What is the most innovative thing you have done to applaud a co-worker for great performance or to thank a customer for his/her business? How was it received?
7. What is your approach to meeting new people? How do you connect with them right away? Give examples that show how successful your approach is.
8. Would you define yourself as an independent (free-thinker) or dependent (compliant) worker? Why? What are the positive and negative sides of the way you work?
9. You are scheduled to meet with a historically argumentative and difficult customer. Tell me how you plan for this event and what you think about in order to be ready to successfully connect with this customer.
10. How do you help unify a team of employees? What do you bring that helps the team work more cohesively?

**Inventor** – Independent, creative, and an on-demand thinker; comfortable inventing, imagining, and innovating; considers the non-conventional; easily sees potential, options, and opportunities; interested in new ideas. Quadrant: Professor – Thinking/Supporting.

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to invent and come up with new ideas? What example supports what they say?
2. If I asked your previous boss (or co-worker), what would he/she say about your innovation and creative approach to your role? Cite an example.
3. What makes an extraordinary connection between employees and customers? What are three ideas you have to make this connection happen?
4. What is the greatest idea you proposed in your last role that was implemented? What was the result?
5. What is the greatest idea you proposed in your last role that was not implemented? Why did you think it was a great idea? Why wasn’t it implemented?
6. What stops people from being creative? How do you help other employees think creatively?
7. What do you think about the saying, “You are always either moving forward or backward – there is no standing still”? How is your answer reflected in how you work or the things you have done in your role?
8. What can you do for this organization that someone else couldn’t? Why?
9. Which is more successful for you: handling daily events and operations, or planning and envisioning the future? Why? Provide examples that support your response.

10. What were two unconventional or futuristic things you did in your last role that helped to drive results for the company? How would either of them impact the role you are applying for?

**Leader** – Ability to envision and articulate the future; takes control; able to connect actions to results; strategic thinker; unites, directs, and leads others; intellectual, logical, and focused.

**Quadrant: Chairman – Directing/Thinking**

1. Define teamwork. What is the manager’s or leader’s role in inspiring teamwork?
2. How do you prepare and promote a business idea to a manager? To your peers? To your staff?
3. If I asked your previous boss (or co-worker), what would he/she say about your ability to successfully take charge of responsibilities or projects? Cite an example.
4. How well did your co-workers contribute ideas and suggestions for improvement in your previous workplace? What was your role in getting others to generate ideas and to think their way through their jobs?
5. What was your latest and greatest idea in your workplace? How was it received? Was it implemented? Why or why not?
6. If I asked your previous boss (or co-worker), what would he/she say about your ability to stay focused and use goals to perform at high levels? Cite an example.
7. What has been the most critical decision you have made? What was the impact and effect of the decision? How did it support your role as a leader or one in charge?
8. What is your definition of strategic thinking? How do you include it in your role? What has been the effect of your strategic approach to your work and results?
9. Which is more successful for you: handling daily events and operations, or planning and envisioning the future? Why? Provide support for your response.
10. How does your role drive results for the company? Identify three things that you have completed that contributed to total performance. How could these be implemented in our company?

**Listener** – Communicates clearly and effectively; takes great care to understand and to be understood; understands emotions and feelings; values personal interactions; patient, tolerant, and non-judgmental.

**Quadrant: Friend – Feeling/Supporting**

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to build strong relationships in all levels of your workplace? Cite an example.
2. If I asked your previous boss (or co-worker), what would he/she say about your ability to communicate effectively with a variety of people? Cite an example.
3. Explain how you have handled an employee who has had performance problems. What was the effect? What worked well? What could improve?
4. Describe what an ordinary workplace and an extraordinary workplace look like. What are some of the things that move an ordinary workplace to an extraordinary workplace? How have you contributed to these attributes in your previous role?
5. How have you handled telling a customer no because of a company policy? What happened? Were you able to build the relationship in the process? If yes, how? If no, why not?
6. What is the most demanding customer situation you have encountered? What made it demanding? How did you handle it successfully? What lessons did you learn from this event?
7. What is the most demanding employee performance situation you have encountered? What made it demanding? How did you handle it successfully? What lessons did you learn from this event?
8. How do you provide feedback to an employee or a colleague? Treat me as an employee; give me feedback about something I did poorly. Treat me as an employee; give me feedback about something I did well.
9. How do you respond when you see a co-worker performing outstanding work? What specifically have you done and what has been the effect? How do you respond when you see a co-worker performing poor or sub-standard work? What specifically have you done and what has been the effect?
10. If you were hired, and with your understanding of the role, what would you expect to be different for you in a year? What would be different for the company in a year? Why?

**Peacemaker** – Gets along with others; avoids confrontation; appreciates feelings, emotions, and differences in people; looks to bring and keep people together; looks for commonalities and agreement; value is in personal contact and relationships; open, kind, and genuine. Quadrant: Friend – Supporting/Feeling.

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to handle argumentative customers or employees? Cite an example.
2. How important is it for employees to get along in the workplace? How would you help this happen? What is the impact on performance and results of a workplace that gets along?
3. Define the perfect role for you. What makes it perfect? What is the most frustrating role for you? Why?
4. We work in an increasingly diverse workplace. What do you see to be the advantages of having a more diverse workforce? How do you help make this happen?
5. Workplaces are known to have cliques and factions; these can erode the sense of team and negatively affect performance. What needs to be in place in the workplace to prevent workplace cliques? What would you do to diffuse a workplace clique?
6. If I asked your previous boss (or co-worker), what would he/she say about your ability to work well with others? Cite an example.
7. Define the most frustrating type of manager for you. What makes this person frustrating for you? Define the ideal type of manager for you. What makes this person ideal?
8. What is your greatest strength in dealing with customers? In dealing with your peers or colleagues? How would this be evident? Why would customers or colleagues agree?
9. How would you encourage all employees to participate in a team activity? How would you get everyone involved?
10. Tell me about a time that you were part of a great team. What was your role on the team and how did you help to make it great? What did it feel like to be part of this team?

**Relator** – Builds relationships and personal contact; cares about the feelings, lives, and facts of others; enjoys meeting new people and sharing personal experiences; appreciates uniqueness and diversity of people; relaxed, accepting, and supportive. Quadrant: Friend – Supporting/Feeling.

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to build strong and supportive relationships with others? Cite an example.
2. Customers can be difficult to deal with and sometimes problems arise even when a company commits to providing extraordinary service. Identify a time when a customer was difficult to deal with. How did you handle this customer successfully? Why did you choose the approach you used?
3. What is the best way to win a customer (employee) in for life? What talents does it take? What have you done that demonstrates you have these talents?
4. Select one of your past co-workers. What was the best way to work with this co-worker? How did you build a successful professional relationship with this co-worker? Would this co-worker agree? Why or why not?
5. Select one of your past customers. What was the best way to work with this customer? How did you build a successful professional relationship with this customer? Would this customer agree? Why or why not?
6. Define the most frustrating type of manager for you. What makes this person frustrating for you? Define the ideal type of manager for you. What makes this person ideal?
7. What is your company’s mission or vision statement? Is it effective? Why or why not? What does it state about the role of thinking and feeling employees? Should it address how employees feel in the workplace? Why or why not?
8. What is one of your most significant career goals? What is the personal benefit of the goal to you?
9. What do you feel about customers? What is their value? How should a company treat their customers?
10. What are the attributes of successful people? Which attribute do you think to be the most important? Why? Do you have this attribute? How would we see it in the workplace and how will it impact performance and results?

**Solver** – Approaches performance and relationships logically; methodical and analytical; addresses performance through fact and information; advances skills to be productive; disciplined approach to work and life; perfectionist mentality. Quadrant: Professor – Thinking/Supporting.

1. What has been the most significant company event you have been part of? What was your role and how did it contribute to operational efficiency or increased profitability?
2. You are confronted with a problem. Define your approach to solving it. Relate your process to an actual event.
3. If you started work for us, what is the first thing you could do that would have an effect on our bottom line? What kind of effect could it have? How?
4. How do you prepare and present a business idea to a manager? What have you done? How was it received? What will you continue to do or change?
5. Select an area of performance you would like to improve. Why did you select this area? What is your plan to improve the area? What would be the benefit of improving the area?
6. If I asked your previous boss (or co-worker), what would he/she say about your ability to think on your feet? Cite an example.
7. If you were to offer a course or education program to your employees, what would it be? Why? What specific benefit are you looking for them to gain from it?
8. If I asked your previous boss (or co-worker), what would he/she say about your ability to take ownership for your work, and your workplace ideas and solutions? Cite an example.
9. What is the most demanding workplace (or compliance, regulatory, service) situation you have encountered? What made it difficult? How did you handle it successfully? What did it tell you?
10. What amount of planning do you do on a daily basis? What skills or tips do you use to stay organized in your previous role? How did this make you successful? How can you use this approach in this role?

**Winner** – Needs to win, achieve, and be noticed; pride in great personal achievements; exploits opportunities; inspired by feelings of fame and success; upbeat and optimistic; confident, focused, and engaged. Quadrant: Emcee – Directing/Feeling.

1. If I asked your previous boss (or co-worker), what would he/she say about your ability to willingly accept new situations and tasks? Cite an example.
2. How do you stand out? What makes you different and effective in your role? Why?
3. What is a healthy way to have an ego at work? How does it help performance? How can it interrupt performance?
4. What has been your greatest personal or professional achievement? Why was it great? How did it make you feel?
5. Do you feel individual or team performance is more important? Why? Give examples that support your perspective.
6. What is the greatest prize you have won? What was involved? How did you win it? Why do you consider it great? How did it make you feel?
7. What draws you to your role? What do you find engaging in your work? Why?
8. How do you make a difference for a company? What do you do that drives profitability, efficiency, or service? What have you done? What was its impact?
9. What is the best way for an employee to get noticed in the workplace? What is the process to help an employee learn how to stand out in his/her role?
10. What could you do to deal with a competitor’s plan to lower prices on one of your more profitable products? How will your response help you be more successful and win the customer for life?
List the performance and team talents, skills and experience. Rank each in importance (5 – very important, must have 1 - less important, nice to have). At the end of the interview, evaluate and record your assessment of each candidate with regards to the talents, skills and experience (5 – actively shows talent, skill or experience to 1 - does not show talent, skill or experience). Place this score on the left side of the candidate’s box. Multiply your assessment score times the importance ranking score and place this score on the right side of the candidate’s box. Add these scores down and total at the bottom of the schedule. Circle to denote if the candidate is internal or external.

### Ranking - use above scale

<table>
<thead>
<tr>
<th>Performance Talents:</th>
<th>Importance</th>
<th>Internal/ External</th>
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<td>Ranking</td>
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<td>Skills and Experience:</td>
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<td>Total for candidate</td>
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