



INTERVIEW GUIDELINES FOR THE HIRING COMPANY

Suggestions for the Interviewer

- ❑ The interviewer is responsible for creating a calm and respectful atmosphere, one in which the candidate never feels threatened. There is a direct relationship between how comfortable and secure a candidate feels and how much sensitive information he/she is willing to reveal.
- ❑ Carefully re-read the candidate's resume before the interview. Make marginal notes where further amplification is indicated. *Please do not read the resume during the interview.* Candidates may be offended if they suspect this information has not been reviewed earlier.
- ❑ We suggest dividing the face-to-face interview into three parts:
 - Putting the candidate at ease, i.e., making friends;
 - Evaluating by asking questions and responding to candidate issues;
 - Selling, when appropriate.

Be sure to save at least 15 minutes of your allocated time for the candidate's questions. The type of questions posed will tell you a lot about the candidate. (You may want to tell the candidate at the start of the interview that he/she can feel free to raise questions as they come to mind throughout the interview. Then you can allow less time at the end of the interview.)

Building Rapport

- ❑ Making the candidate comfortable is very important. The best interviews take place with the fewest possible inhibitors and power symbols. For example:
 - Encourage the use of first names;
 - Take off your jacket, and encourage the candidate to do the same;
 - Share something personal with the candidate so that he/she will know you are a real person; you may want to start the interview with a brief (less than a minute) personal introduction (name, background, etc.);
 - Use information from the resume to identify areas of mutual interest; for example, "I noticed you are a runner. How often do you...?"

If the candidate is not relaxed, every reaction may be distorted. Putting the candidate at ease facilitates self-disclosure.

The Interview

- ❑ Interviewing has everything to do with "artful listening." Most candidates arrive with a set of facts they wish to offer, and some they wish to hide. The less talking the interviewer does, the more time there is for the interviewee to get past the "programmed information" and into who he/she really is. Silence can be an extremely effective crowbar.
- ❑ Too many "yes" or "no" answers may indicate that questions are not being phrased correctly. Starting questions with words like "Why", "What", or "How" should get the candidate to open up.

Sample Questions

Candidate _____

Position _____

Interviewer _____

Date _____

1. Tell me about yourself. (Review past positions, education, early influences, and other strengths.)
2. What do you know about _____ (company)?
3. Why are you interested in becoming _____'s (company) next _____ (title)? How do your qualifications match the requirements of the job? (Note candidate's desire to work for the company.)
4. What are the most significant accomplishments in your career so far?
5. Describe a situation in which your work or you were criticized. How did you solve the situation and how did you become a better person because of it.
6. How would you describe your personality?
7. How would you describe your leadership skills, management style?
8. How would you describe your self as a _____ (title/function)?
9. How do you perform under pressure?
10. What have you done to improve yourself over the past year?
11. What did you like least in your last position? Like most?
12. Why are you considering making a change?
13. What is your ideal working environment?
14. How would your coworkers describe you?
15. What do you think of your boss?
16. Have you ever fired anyone? What was/were the situation(s) and how did you handle it?
17. Are you creative?
18. What would your coworkers say are your greatest strengths? Weak areas?
19. What are your career goals?
20. Where do you see yourself in two years?
21. Why should we hire you?
22. What kind of compensation are you looking for?
23. What other types of positions/companies are you considering?
24. Do you consider yourself under/over qualified for this job?
25. What are your hobbies/outside interests (trade/professional groups)?
26. What motivates you?

Ratings

Appearance	1 2 3 4 5	Communication	1 2 3 4 5	Motivation	1 2 3 4 5
Poise/Demeanor	1 2 3 4 5	Listening Skills	1 2 3 4 5	Initiative	1 2 3 4 5
Personality	1 2 3 4 5	Problem Solving	1 2 3 4 5	Passion	1 2 3 4 5
Leadership	1 2 3 4 5	Problem Analysis	1 2 3 4 5	Interpersonal	1 2 3 4 5
Aggressiveness	1 2 3 4 5	Judgment	1 2 3 4 5	Administrative	1 2 3 4 5
Health	1 2 3 4 5	Delegation Skills	1 2 3 4 5	Planning Skills	1 2 3 4 5
Promotability	1 2 3 4 5	Managerial Skills	1 2 3 4 5	Creativity	1 2 3 4 5
Executive Stature	1 2 3 4 5	Technical Skills	1 2 3 4 5	Interest to Move	1 2 3 4 5

Notes:

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