

[FREE INTERVIEW GUIDE]

GET READY TO MEET YOUR NEXT ROCK STAR EMPLOYEE

**5 TYPES OF MUST-ASK INTERVIEW
QUESTIONS REVEALED!**



WHEN PERFORMANCE FALLS SHORT



RESUME VS. INTERVIEW

A resume gives you data.

- Certifications
- Job Experience
- Training

A great interview shows you the candidate's authentic self.

- Culture Fit
- Personality
- Personal Values
- Vision for the Future

Wondering why the great candidates keep disappointing you once they get on the job site?

The easy answer is: **past performance is not an indicator of future success.** There are too many outside variables – toxic teams, bad relationships with difficult bosses, work that didn't energize or fulfill someone, and so on.

During your next interview, you need to quickly move beyond metrics to get to what matters most today.

HIRING FOR THE LONG HAUL

Before you can determine who to hire, you have to know what your company values most in employees.

Once you understand that, listen to how each candidate talks about their decisions, tells stories about themselves, and completes tasks related to the role to determine if they'd be a successful addition to your team. You can use behavioral interview questions to get to the bottom of this.

BEHAVIORAL INTERVIEW QUESTIONS

- 1.Role Playing
- 2.Scenario
- 3.“Tell Me About a Time...”
- 4.Process Focused
- 5.Give the Answer First



Adjust and align the following questions to match your company's values and vision. Use real situations that have happened in your company, when possible. **NOTE:** You should not use all of these questions - instead pick the questions that make sense for the role.

Make sure you keep the questions consistent so you're comparing similar results between your top candidates. Before you start, be clear on the "right" answer.

Create your custom interview by choosing a question from each of the five categories and get ready to meet your next rock star!

ROLE PLAYING QUESTIONS

INSTRUCTIONS

- ☐ Carefully observe the candidate's behavior.
- ☐ Observe their skills in action.
- ☐ Watch how they use what they're given to draw conclusions and react.

SAMPLE QUESTION #1 - THE FRANTIC CUSTOMER

You play the customer/teammate/supplier and the candidate plays the position they're interviewing for. The customer is frantic and delivers limited information over the phone. How does the interviewee respond? Do they notice the limited information? Are they able to remain calm?

SAMPLE QUESTION #2 - THE LAZY COWORKER

You play a team member and the candidate plays the position they're interviewing for. The team member isn't pulling their weight in the project, constantly dodging tasks, and putting more work on others. How does the candidate handle this situation with the coworker?

SAMPLE QUESTION #3 - THE TOUGH BOSS

You play the boss and the candidate plays themselves on the job. You're disagreeing with them about how they've handled a project. A deadline is approaching and you need answers fast. How does the interviewee respond? Where does their mind go initially and throughout the hypothetical issue?

ROLE PLAYING QUESTIONS

GOAL

These questions test how candidates approach difficult situations that will occur when they work with you. The answers will highlight their communication and interpersonal skills.

REFLECTIONS FOR THE INTERVIEWER

- ☐ How do their responses make you feel?
- ☐ Would you be happy if everyone on your team responded like this?
- ☐ Are the responses exciting or inspiring because the candidate has a new way of thinking about the situations?

SCENARIO QUESTIONS

INSTRUCTIONS

- ☐ Scenarios should be designed where choices are either all good or all bad.
- ☐ The interviewee must choose which path they feel is best and explain their reasoning.

SAMPLE QUESTION #1 - THE SLACKER

John shows up 30 minutes late for work every day and leaves 30 minutes early. Do you mind your own business, confront him, or talk to management? Explain your reasoning.

SAMPLE QUESTION #2 - THE IDEA THIEF

During a weekly meeting, Becca takes credit for your ideas. Do you correct her in front of everyone, approach her after the meeting, or talk to leadership? Explain your reasoning.

SAMPLE QUESTION #3 - THE SET IN THEIR WAYS BOSS

You and your boss have very different ideas about how to handle a new project. Do you go with her ideas or challenge her and explain your side. Why?

SAMPLE QUESTION #4 - THE BIG MISTAKE

You made a mistake and it impacts countless aspects of deliverables. Do you correct it without bothering anyone or report directly to your supervisor immediately? Why?

SCENARIO QUESTIONS

SAMPLE QUESTION #5 - THE DIFFICULT DECISION

If you were leading a project and had to choose between going over budget or missing the deadline, which would you choose? Explain your logic.

GOAL

These questions give you a glimpse into the interviewee's mind, personal values, and behavioral tendencies.

REFLECTIONS FOR THE INTERVIEWER

- ☐ Do you feel positively moved by the responses?
- ☐ Is there any baggage this candidate may bring to the team?
- ☐ Does their behavior align with your company's values, vision, and purpose?

"TELL ME ABOUT A TIME..." QUESTIONS

INSTRUCTIONS

- ☐ With this type of question, you're asking for a true story.
- ☐ You want real details and facts. If a candidate starts talking about what they would do, redirect them to what they have done.
- ☐ After each question, ask them: Do you think that was the right response? What lessons did you learn? Allow them to briefly reflect and explain.

SAMPLE QUESTION #1 - THE BAD NEWS

Tell me about a time when you had to deliver terrible news to your boss.

SAMPLE QUESTION #2 - THE LET DOWN

Tell me about a time when you let down your entire team.

SAMPLE QUESTION #3 - THE DISAGREEMENT

Tell me about a time when you disagreed with your coworker and it felt nearly impossible to move forward.

SAMPLE QUESTION #4 - THE IMPOSTER

Tell me about a time you realized you were unqualified to perform a certain task or skill. How did you approach the learning or development that was necessary?

"TELL ME ABOUT A TIME..."

QUESTIONS

SAMPLE QUESTION #5 - THE STRESSFUL CAREER

Tell me about a stressful time in your career and how your strengths and weaknesses surfaced.

SAMPLE QUESTION #6 - THE MISSED PROMOTION

Tell me about a time you were turned down or "passed over" for a lead position or a promotion.

SAMPLE QUESTION #7 - THE BIG IMPROVEMENT

Tell me about a time you improved productivity or profitability in your role or for your team.

GOAL

These questions allow you to learn about how a candidate has behaved in real life situations and how they've grown after difficult circumstances.

REFLECTIONS FOR THE INTERVIEWER

- ☐ Do these behavioral responses reveal a team player?
- ☐ Does the candidate show a willingness to adapt and grow?
- ☐ Do you want your other team members to respond like this?
- ☐ Do they have a thoughtful response after reflecting on their answer?

PROCESS FOCUSED QUESTIONS

INSTRUCTIONS

- ☐ This type of question is a skills test and is more about how they work to solve the problem, not if they solve it.
- ☐ Give the candidate a task, walk away, and allow other employees to observe them. After the interview is over, the observer will report back to you.

SAMPLE QUESTION #1 - THE UNFAIR GAME

Play an easy card game together. About a minute into the game, begin to change the rules. Do they call you out? Do they continue to play without saying a word?

SAMPLE QUESTION #2 - THE DELAY

Purposely delay the interview by 20-30 minutes. If you plan to talk with them for an hour, schedule a 90-minute interview. Leave the candidate in the waiting room. Be sure an employee is present to take their questions if they choose to ask them. Do they wait patiently? Do they inquire about the wait?

SAMPLE QUESTION #3 - THE TRUE TEST

Have the candidate work with you during a 4 hour "demo day." Intentionally planted problems should occur. Make it look like they randomly came up. How do they handle these challenges? Do they take initiative, cooperate, or hang back? See what they look like on your crew.

This is a more advanced process and requires extensive planning and coordination. Do not use this one lightly.

PROCESS FOCUSED QUESTIONS

SAMPLE QUESTION #4 - THE MISSING INFORMATION

Ask the candidate to complete a simple task, but only give them part of the information. Leave them alone to complete the assignment. Tell them you're right across the hall. You have some work to do but they can pop by with questions if they need to. Do they assume details? Do they pop in to see you? Do they do nothing for half an hour because they were confused and didn't want to interrupt you?

GOAL

A skills test will allow you to see whether or not the candidate can think critically and respond appropriately with a limited amount of information.

REFLECTIONS FOR THE INTERVIEWER

- ☐ Are they the right fit for your team?
- ☐ Do their personal values align with your company's values?
- ☐ Can you trust this person to make the best use of company time, work well with others, and come to leadership with issues?

GIVE THE ANSWER FIRST QUESTIONS

INSTRUCTIONS

- ☐ This category requires some setup.
- ☐ Place the answers clearly in the job description or scheduling email.
- ☐ Unlike the other categories of questions, there is one right answer. Discuss mistakes right away so you can see how they handle constructive feedback.

SAMPLE QUESTION #1 - THE TEAM PLAYER

Prep: Explain that when you're getting close to meeting a deadline, everybody puts in the extra effort to get the job done.

Interview: Share the following scenario - a crew member called out sick and the project was already delayed. How do you picture yourself supporting the team?

SAMPLE QUESTION #2 - THE DIRECTION FOLLOWER

Prep: Send an email a few days before the interview telling them to watch a 3 minute video about your company.

Interview: Ask video-specific questions. Or, ask what their favorite part about the video was and why. You'll know if they checked their email and followed your instructions.

SAMPLE QUESTION #3 - THE TIMELY CANDIDATE

Prep: In your confirmation scheduling email, mention that "on time" means 10 minutes early.

Interview: If they're not there at least 10 minutes before the appointment, they've displayed a behavior contrary to what's expected in your business.

GIVE THE ANSWER FIRST QUESTIONS

SAMPLE QUESTION #4 – THE DRESSED UP JOB SEEKER

Prep: Be clear about your company's dress code or let them know that you want them dressed prepared to work in your scheduling email.

Interview: If the candidate shows up inappropriately dressed, they've shown they don't follow instructions.

GOAL

Use these questions to determine if your candidate is paying attention.

REFLECTIONS FOR THE INTERVIEWER

- ☐ Did they answer or perform correctly? How would this impact your team if they were hired?
- ☐ Why did they fail to answer or perform correctly?
- ☐ If confronted about incorrect behaviors, how did they respond? Would you tolerate that reaction from an employee?



WANT TO LEARN MORE?

That's it! You're going to ace your next interview when you apply these five types of interview questions. Just make sure the questions you pick align with the role you're hiring for.

By the way, we're here to help! If you have any questions about what you read or you want help overcoming a problem you're dealing with during the interview process, reach out.

