

CANDIDATE: _____

POSITION: _____

HUMBLE

Humble team members are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Question: Describe your current team. What do you like and dislike?

Insight: It may be apparent if he or she values a team effort and is willing to do what is necessary for the good of the team. Encourage the candidate to describe specific interactions with colleagues and experiences working on a team.

Question: What are the most important accomplishments of your career?

Insight: In the event that someone refers to himself or herself individually more than as a member of a team, probe for whether he or she was working alone or with others.

Question: What was the most embarrassing moment in your career? Or the biggest failure?

Insight: Humble people generally aren't afraid to tell their unflattering stories because they're comfortable with being imperfect. Also, look for specifics and real references to the candidate's own culpability.

Question: How did you handle that embarrassment or failure?

Insight: Look for specifics about how the candidate accepted responsibility, what they learned from it, and if they acted on what was learned.

Question: What is your greatest weakness? What you'd like to change about yourself?

Insight: The key is to look for answers that are real, a little painful, and if they're comfortable acknowledging something real. Candidates who present their weaknesses as strengths are often afraid to acknowledge real shortcomings.

Question: How do you handle apologies, either giving or accepting them?

Insight: Look for and ask for specifics. Humble people are not afraid to say they are sorry, and they accept other people's genuine apologies with grace. People who do this usually have specific stories.

Question: Can you tell me about someone who is better than you in an area that really matters to you?

Insight: Look for the candidate to demonstrate a genuine appreciation for others who have more skill or talent. Humble people are comfortable with this. Ego-driven people often are not.

HUNGRY

Hungry team members are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Question: What is the hardest you've ever worked on something in your life?

Insight: Look for specific examples of real but joyful sacrifice. In other words, the candidate isn't complaining, but is grateful for the experience.

Question: What do you like to do when you're not working?

Insight: Look out for too many time-consuming hobbies. A long list of hobbies might just be a red flag when it comes to someone who is not going to put the needs of the team ahead of personal pursuits.

Question: What was your work ethic like as a teenager?

Insight: Look for specifics relating to schoolwork, sports, or jobs. You're not looking for one particular answer, but rather for something real that indicates the person has a work ethic. And a work ethic usually gets established early in life.

Question: What kinds of hours do you generally work?

Insight: Hardworking people usually don't want to work nine to five, unless their unique life situations demand it. And if they do, they are usually getting additional work done at home. That's not to say that some people aren't stuck in dead-end, nine to five jobs and are itching to get out and do something challenging.

SMART

Smart team members are interpersonally appropriate and aware. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

Question: Have you ever worked with a difficult colleague or boss? How did you handle the situation?

Insight: By asking the candidate about a difficult work relationship, you will learn if he or she can read situations and people and handle them skillfully.

Question: How would you describe your personality?

Insight: Look for how accurately the person describes what you are observing and how introspective he or she is. Smart people generally know themselves and find it interesting to talk about their behavioral strengths and weaknesses.

Question: What do you do that others in your personal life might find annoying?

Insight: Everyone annoys someone, sometimes. Especially at home. Smart people are not immune to this. But neither are they in the dark about it. And they tend to moderate these behaviors at work.

Question: What kind of people annoy you the most, and how do you deal with them?

Insight: What you're looking for here is the candidate's self-awareness and self-control. Smart people know their pet peeves, and they own the fact that some of those pet peeves are their own issues.

Question: Would your former colleagues describe you as an empathic person? Can you give an example of how you've demonstrated empathy to a teammate?

Insight: The issue is whether the candidate seems to understand what others are feeling. What you're looking for here is an indication that the person values empathy and whether he or she has an understanding of his or her own strengths or weaknesses in this area.

COMPETENT

Question: What in your job history qualifies you for this role?

CANDIDATE: _____

FIRST IMPRESSION

Hire Pass

FINAL IMPRESSION

Hire Pass

1 – Strongly Disagree 2 – Somewhat Disagree 3 – Neutral 4 – Somewhat Agree 5 – Strongly Agree

Using the scale above, please answer the following questions:

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|---|---|---|---|---|---|
| 1. The candidate demonstrates humility | 1 | 2 | 3 | 4 | 5 |
| 2. The candidate demonstrates hunger | 1 | 2 | 3 | 4 | 5 |
| 3. The candidate demonstrates people smarts | 1 | 2 | 3 | 4 | 5 |
| 4. The candidate demonstrates competence to perform the job | 1 | 2 | 3 | 4 | 5 |

NOTES/COMMENTS: _____
