



Interview Guideline

www.managertools.com

POSITION: OpsTeam

INTERVIEWEE:

DEPARTMENT: Operations Rome

INTERVIEWED:

CREATION DATE: 2017-07-06

INTERVIEWER:

INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)

The purpose of this interview guide is to help you evaluate candidates. The questions shown here are drawn from a behavioral analysis of this position, conducted by you or a previous manager. Guidelines are suggested for evaluating the strength of candidates' answers.

We recommend you ask the questions *exactly as they are worded*. This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).

Please take notes in the space provided. *Write down what the candidate SAYS, rather than your impressions*. That will help you share the behavioral reasons for your conclusions and decision.

Remember to be as pleasant and friendly as you can be. You can deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT

(PLEASE READ THIS OUT LOUD)

Thank you for interviewing with me today. Here at Qvantel I use a behavioral interviewing style. I'll be asking a series of questions about experiences you've had and how you handled them. I've got a series of between 10 and 15 questions, and this might take us an hour, perhaps a little more time.

There will be times when I will ask you for more information, and don't worry, that's normal. I will be taking notes - please don't let it distract you. The way we'll do it is, first, I'll ask you some questions, and then I'll answer any questions you might have of me. When you're done with your questions, we'll finish up. I'm excited you're here - let's get started.



Question 1

Tell me about a time when you've been particularly proud of the service you delivered to a customer.

What behaviors to look for: Did they have a strategy or an approach they can articulate? Did they follow a playbook or just improvise? What did they do that the customer commented on? What was the outcome of the effort?

WEAK

No plan all efforts off the cuff
Customers barely accepted outcome
Failed to communicate broadly
Reacted to problems vs. proactively solving them

STRONG

Had a plan for their service approach
Communicated frequently w/ different media
Leveraged relationships internally effectively
Noted for candor and concern
Over-communicated with customer

NOTES:



Question 2

Describe a situation when you put a customer's needs first, to your detriment. What was the outcome?

What behaviors to look for: What did they specifically do which caused customer satisfaction? How was that detrimental? What did they do to put the customer first? What was done afterwards to reduce such situations in the future?

WEAK

Had to be told customer's needs
Didn't proactively seek customer input
Avoided communicating with customer
Customer had to intervene to ensure outcome

STRONG

Proactively discovered customer's needs
Developed effective plan to meet customer needs
Made choices for customers at their significant expense
Customer expressed delight with outcome

NOTES:



Question 3

Tell me about methods you've used to demonstrate respect for your customers.

What behaviors to look for: Do they have specific approaches and ways of doing things? Do they simply 'try hard' or treat 'everyone' with respect/the same? What did they specifically say or do that the customer noticed and appreciated?

WEAK

Doesn't differentiate customers
Treats all customers in a standard way
Doesn't keep detailed information to allow customer focus
Relies on one size fits all approach

STRONG

Knows customers exceptionally well
Modifies approach and solutions based on relationships
Delivers effective outcomes based on detailed knowledge

NOTES:



Question 4

Tell me about a situation where you worked to build or relied on an already built a network of associates or friends outside of your team to achieve something.

What behaviors to look for: What did they do to build relationships? Did they simply flatter others? Did they reciprocate with help when others needed it? Was this just one relationship, or were there several people with whom they interacted? Do they create relationships routinely, or only to advance an agenda?

WEAK

Focuses on what other person can do for them
Network is limited
Relationship building limited to this occasion
Indicates disdain for relationship building
Uses expertise or role power almost exclusively

STRONG

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Regularly maintains relationships habitually

NOTES:



Question 5

Tell me about an effective relationship you have created and kept over a long period. How did you achieve that?

What behaviors to look for: What do they describe as "long"? What actions did they take to keep the relationship active? Was there reciprocity - a willingness to share as well as benefit? What different forms of communication do they use? How do they communicate in ways that are helpful to the other person?

WEAK

Long is less than 1-2 years
Relies on other person to make contact
Does not offer to give before getting
Communicates in a limited way
Has only internal relationships

STRONG

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Has relationships in different companies/industries
Demonstrates different communication styles

NOTES:



Question 6

Tell me about a time where your communication with others - type, frequency, with whom, about what - helped you build rapport or create better relationships and outcomes?

What behaviors to look for: How did they learn about the other person? Were their exchanges based on respect, or simply getting an outcome? Did they continue the effort? Did they only do so to get a result, or do they show a pattern of always working at relationships?

WEAK

Only interested in other person for potential outcome
Does not consistently build relationships
Only calls when they want something
Cannot demonstrate clear business benefit

STRONG

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Maintains relationships without near term business gain

NOTES:



Question 7

What tools do you use to ensure your communication is effective? Can you tell me about a time when one of them worked particularly well?

What behaviors to look for: What was their thought process for communicating? Do they communicate differently depending upon the content and the recipient? What did they do to customize their message for different people or situations?

WEAK

Only one or limited ways of communicating
No tailoring for audience
Lack of message planning
Singular delivery not flexible
Did not achieve planned objective

STRONG

Planned delivery carefully
Considered audience thoroughly
Rehearsed based on planning, message, and audience
Planning led to excellent outcome
Answers to questions tailored to audience member asking

NOTES:



Question 8

Describe a situation when you had to write something to persuade others.

What behaviors to look for: Did they structure their message based on the situation? Did they apply a standard template? How did they review and edit their work? Did they plan for time to review, or delay until time became a factor?

WEAK

Limited plan or structure to writing
Numerous errors in tone, spelling, grammar
Poor planning led to excess length
No clarity of goal
Excessive use of non-standard vocabulary

STRONG

Clear structure followed from message and objective
Edited carefully and repeatedly
Encouraged multiple inputs to help refine message
Considered audience and time in creation
Achieved objective

NOTES:



Question 9

Tell me about a time when you worked particularly effectively with other teams or departments.

What behaviors to look for: What relationships were already built that made the effort easier? What did they do to build relationships even if there were none? What was done to build trust as quickly as possible? Was there collaboration, or simple quid pro quo thinking?

WEAK

Avoided contact, used short deadlines to preempt input
Had no pre-existing relationships, even when expected
Did not seek to build trust
Did not include others' inputs

STRONG

Leveraged pre-existing relationships
Took time to explain situation & requirements
Asked for others' issues and concerns
Negotiated action benefiting both parties

NOTES:



Question 10

Tell me about how you have ensured that credit and accolades are shared within the team.

What behaviors to look for: What examples do they share of specific accolades? Do they consider others' preferences when deciding how to credit them? What communications do they do external to their organization when they reward or honor excellent work?

WEAK

Does not even consider credit in planning
Does not communicate outside of team
Does not describe preferences as a driver of action
Considers own accolades first

STRONG

Considers possible credit/rewards in planning
Willing/eager to give up credit for better results
Works to obtain credit for others first
Ensures credit and praise is appropriate for each person

NOTES:



Custom Question 1:

Tell me about your biggest strength? What skill is the thing that your team always comes to you for?

NOTES: