



Interview Guideline

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POSITION: Area Manager

DEPARTMENT: Chain Team

MANAGER: Al Wunder

INTERVIEWER: Al Wunder & Amanda Baran

INTERVIEWEE:

INTERVIEWED: 6/17/2014

CREATION DATE: 2014-06-17

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 OUTLOUD)

Thank you for interviewing with me today. Here at Coastal Wine & Spirits we 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. Don't be surprised if others here ask you the same questions in other interviews - that's normal. We want to be sure that every person we hire has the same qualities that have made us so successful.

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 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 2

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 3

Tell me about a time when open and frequent communication built trust between you and another.

What behaviors to look for: Did they initiate communication or just respond? What did they do to make sure there was frequent communication, even when there wasn't necessarily a business need? Did the communications take multiple forms, or just one? Did they address tougher subjects when necessary?

WEAK

- Relies on other person to make contact
- Uses role power before relationship influence
- Does not offer to give before getting
- Communicates in a limited way
- Communicates only about business matters

STRONG

- Has a strategy for maintaining relationship
- Gives without prospect of getting
- Communicates in multiple ways
- Builds trust by sharing personal information
- Communicates to maintain relationships for future work

NOTES:



Question 4

Describe how you got to know your team members. What do you do to understand what they're good at, and what they need help with?

What behaviors to look for: What initial efforts were made – were they systematic? What ongoing efforts did they make to build the relationships? What examples do they have where their efforts gave them insights into direct's differences?

WEAK

Implies ad hoc social occasions are enough to know staff
Does not have a strategy for relationship building
Does not demonstrate knowledge about staff
Unable to demonstrate benefits of knowing staff

STRONG

Uses a consistent, regular process to get to know staff
Values benefits of relationships with staff
Use knowledge to manage more effectively
Demonstrates business benefits of relationship

NOTES:



Question 5

Tell me about a situation where you gave feedback to one of your directs about his or her performance. What did they do, and what exactly did you do? Where, when and how?

What behaviors to look for: Did they focus on behavior? Did they 'soften' negative feedback making it harder for the direct to understand? Did they show appreciation for positive results, or ask for new behavior with adjusting behavior? Were they brief? Was it one of many instances, or rare?

WEAK

Focused on what they did or did not like
Vague and generalizes about intent versus what they did
Cannot describe exactly what they said and why
Expresses distaste at giving feedback
Expresses emotion around feedback

STRONG

Gives brief feedback often
Focused on behavior
Is not emotional about feedback
Eager to give positive feedback

NOTES:



Question 6

Describe a successful development effort for one of your directs that you created and managed over time.

What behaviors to look for: Did they get buy in for the effort, or just use role power? Did they set clear goals? Did they separate training from coaching, saving time? Did they follow-up, and reward progress?

WEAK

- Uses role power to dictate actions taken
- Does not clearly communicate deadlines or standards
- Starts but does not finish efforts
- Does not reward progress only goal achievement
- Trains staff personally, vs. using other resources

STRONG

- Negotiates to gain buy-in to training effort
- Sets clear goals, deadlines and standards
- Ensures best resources are used for training
- Follows up for long periods
- Rewards progress towards goals

NOTES:



Question 7

Describe a situation when you have persuaded others to your point of view successfully.

What behaviors to look for: Did they consider not just features of their idea but rather the benefits of that idea to others? Did they communicate with different people differently? Did they simple re-present the same idea the same way every time? Did they rely on role power, or leverage relationships?

WEAK

Group/person was unlikely to object to point of view
Did not tailor communication for different people
Unable to clearly describe benefits vs. features
Used role power (theirs or others) rather than persuasion

STRONG

Planned communication ahead of time
Tailored communication to the needs of individuals
Included others' ideas/concerns in response and plans
Achieved desired outcome

NOTES:



Question 8

Tell me about a time when you have had to tailor a presentation to an audience.

What behaviors to look for: Did they study the audience in advance to learn their needs? Did they consider the wants, needs, and backgrounds of the audience? Did they tailor their answers to individuals who asked questions? How was this presentation different from one they might have given to a different audience?

WEAK

Did not have a clear outcome for the presentation
Did not consider the needs of the audience
Is not able to describe how the presentation was tailored
Did not effectively persuade the audience

STRONG

Describes required outcome clearly
Describes audience characteristics which required tailoring
Describes how presentation was tailored
Achieved desired outcome

NOTES:



Question 9

Tell me about a time when there have been multiple sides in a conflict and you have been able to see different points of view and communicate effectively between the parties.

What behaviors to look for: Did they work hard to make sure they understood the factors in the points of view? Did they communicate throughout the exercise? Did they present both sides effectively to the other side? What did they do differently with each side to be more effective?

WEAK

Didn't recognize sides of conflict
Couldn't understand/articulate both sides well
Didn't communicate clearly
Worsened conflict through poor communication

STRONG

Willing to ask questions repeatedly
Showed respect at all times for both sides
Saw and stated opposing sides to the others
satisfaction
Communicated effectively with all individuals

NOTES:



Question 10

Tell me about the solution you found to a difficult disagreement.

What behaviors to look for: Did they make sure to understand the situation by questioning and communicating? Did they validate with others that they understood? Were they willing to step back and re-address an issue they may have missed? How did they inform and persuade without forcing the issue?

WEAK

Did not clearly understand conflict
Did not ask questions
Outcome was positive by coincidence
Did not tailor communication

STRONG

Took time to understand conflict
Proposed innovative solution
Sold benefit to parties
Positive outcome

NOTES:



Custom Question 1:

What was the most critical feedback you've ever received?

NOTES:



Custom Question 2:

Describe a time when you anticipated potential problems and developed preventive measures.

NOTES:



Custom Question 3:

What kind of supervisor do you work best for? Provide examples.

NOTES: