

Interview Questionnaire

The purpose of asking a candidate constructive questions, is to ensure maximum validation in various aspects, and to have a comparison tool of few candidates.

The focus areas should be the follow, and to select 1-2 Q's from each area:

* Past/ current experience
* Immediate contribution to fulfil the role requirements in the short term, and expectations for the long term
* Identify Inner motivation sources
* Identify the candidates needs to be effective and success
* Potential growth areas
* 'Must have' Strengths to ensure a success in the role
* Areas of development
* Company cultural fit

Questions per Topic

* Past/ current experience

1.It will be great if you can share with me/ us, your career journey focusing on a major, meaningful milestones

2. Why have you decided to take the role?

3.If there were any internal moves during the years at the same company: Were you being selected, or proactively asked for the change? And why you decided to move?

4. Please share an example of outstanding achievement you have achieved- what was the target? What were your initial steps to make sure you are going to achieve the target? Who were you consult with to make you meet the target? Is there something you would do different?

5. What was missing in the role that you have decided to move on to another company (reasons for leaves- try to track after a theme)

Immediate contribution to fulfil the role requirements in the short term, and expectations for the long term

1. When you start a new role, what is most important for you in the on boarding plan for 30-60-90 days to be effective
2. Based on your experience, can you give examples of a 'quick win' you have gain at work in the first year, and what were the indication for the success?
3. When you started a position- can you share an example that you felt disappointed with the process? What was missing and why? How did you overcompensate on gaps?

Inner motivation sources

1. Can you share an example of an event that you felt appreciated? What was the context? Were you surprised (in a good way of course)
2. Have you ever been disappointed by not receiving a credit for an effort you have invest? What was the context, how did you respond?
3. When do you feel demotivated- can you give an example?
4. What will be a work environment that will not meet your personal belief?
5. Is there any type of companies that you will not work at in terms of DNA and culture?
6. Pls try to think of a person that you highly appreciate at work- it can be a colleague, manager or employee you managed: what you find about his/ her working style as a role modeling for you? What you find as area of growth and develop? And why
7. If I would ask one of your trusted adviser references about you? What he will tell me?
8. If you experience a performance review talk, what have you learned about yourself? Were you surprised? And why?
9. If I would ask you to give me your personal elevator pitch about yourself- what will be the 3 lines that mostly describes you?
10. What will be the main reasons for you to move on to another role, and why?

The candidate's needs to be effective and success

1. What do you need that your manager will provide you, or be aware of that you need from him in order to be effective?
2. Please share an example of a manger that you find him as a role model?
3. How do you find a team work- is it important for your success? If yes, in what way? Can you give an example?

Potential growth areas

1. How do you find the proposed role promote your career? In what way?
2. What Will you consider as the next role after this and why?
3. What will not be counted as a career development?

'Must have' Strengths to ensure a success in the role

This section is depending on the type of role we are interviewing

For Sales Director: Type of costumers in terms of size and sectors

Hunting Vs. Farming capabilities

Tactic Vs. Strategic

A task-oriented and timelines driven Vs. process and people/ relationship person

'Quick and dirty' Vs. methodologist and constructive

High level person vs. detailed person

Risk taker vs. Carefree/ Conservative

Problem solver Vs. enabler

Doer vs. planner

Centric and control Vs. collaborative and transparent

The tactics is to ask for examples based on what is the Must have qualities required in order to be successful in the role

Areas of development

1. If you would have granted a budget to invest on your personal development, what would you develop? What capability?
2. What is that you seek in the proposed role? What will be an opportunity and challenged? What will be a concern? What would you need to overcome the concern?
3. If you experienced a performance review talk, what was mentioned as focus areas for growth and development? Did agree with the assessment? If yes or no, can you elaborate?

Company cultural fit

1. Can you share an example that you express your 'out of the box thinking' and behavior to make sure you are going to meet a target? (Gaining a big costumer, large account, retain a disappointed customer...)
2. Can you share an example when you had a challenge that you felt you need a support, who you approached to in order to get the help, and why this person?
3. Can you share an example when you were supportive to another team member of yours, that cost you not getting your target?
4. What would be your belief regarding a leading innovative company – what should be its DNA and core values?