

EXECUTIVE INTERVIEW GUIDE



The best way to predict future behavior is by looking at past behavior. This is why our interview guide is full of behavioral-based questions. If a candidate can identify specific instances when they have exhibited these executive behaviors in the past, they are more likely to exhibit them in the future. The quality, clarity and specificity of the candidate's responses will help you determine if they possess the executive behaviors needed for success in the role.

Directions: Each of the below questions includes a "listen for," which identifies the executive behavior you should be looking for. After you ask each question, focus on actively listening rather than inserting your own comments, as your goal is to determine whether the candidate possesses the behaviors that your organization needs. Also, listen for specificity in their responses. If they are strong in the desired behavior, they should be able to give a clear example of a time they exhibited it. Finally, be sure to take notes during the interview so you can remember the quality of their responses.

Interview questions	Outcomes to listen for
Can you give me a short summary of your work experience?	relevant experience
Why are you interested in this position?	a desire to create a strategic direction, communicate a vision, drive accountability for goals, and develop people to perform
Tell me about a team, organization, or business that you helped grow. How did you do it?	how they developed the plan, led others to achieve it, and the results they were able to obtain
When have you encountered a challenge that was difficult to overcome? How did you work through it?	how well they persevered in the face of difficulty, as well as their ability to find innovative solutions
Give me some examples of ways you are trying to improve yourself.	a desire for constant learning and growth
Tell me about a time you had the power to make a decision independently but instead sought input from others.	how well they brought about others' involvement
Describe a time when you had to share difficult news with team member.	a tactful, but honest approach to sharing difficult information
When have you motivated a team member to achieve a goal they thought was too difficult? How did you do it?	an ability to push people out of their comfort zone in a developmental way
Tell me about a time you have taught someone a new skill. How did you do it?	a genuine passion for developing others and an individualized teaching style
When have you led a team to execute a complex project? How did you create and drive execution of your plan?	an ability to think big picture and align others with a strategic plan
Describe a time when you had to convince other leaders to go in a direction they were not planning to go.	a willingness to challenge leadership in an effective way
Do you have any questions for me?	thoughtful and prepared questions