**Executive, Leader, Board Member**

Preliminary Statements:

• Thank you for your time.

• We have a list of questions we have prepared and will ask every applicant the same questions.

• We will go through each question, then give you the opportunity to ask a few questions.

• If you are ready to get started, let’s begin.

1)What do you consider yourself to be an expert in?

Hopefully their answer will be job-related and useful in this position. This question provides an opportunity for a "humble brag" and hopefully it will reveal some humility.

2) Can you compare our industry to another one that you have knowledge of? What are the similarities and differences? Asking the interviewee to compare two industries will assess their depth of knowledge of the industry. Check to see if they have at least a basic understanding of the major points of the industry they are working in or joining. You may want to design a test or assessment if a specific level of knowledge is required for the position.

3) What was the worst job you ever had and why?

This question presents the negative side of the equation and can be just as insightful. The person may complain about the people or bad experiences they had. See if the examples are appropriate and reveal anything about the person in an employment situation.

4) Could you list three of your greatest achievements on the job to date? Why do you consider those to be your greatest achievements?

The answer will tell you the applicant's views on their achievements to date. Are these achievements in line with the job they are applying for?  If not, the job may not meet their motivational needs.

5) Have you relied more on intuition or analysis in making decisions at work?

Ask for an example of how they used intuition or reason/analysis in making a decision.  A gut feeling is appropriate as long as it is backed up with facts.  Similarly, over-relying on facts and figures takes the person's opinion out of the equation.  Smaller decisions may be easily resolved, bigger, more complicated decisions may require more collaboration, consensus building, research and a structured evaluation of options.

6) What methods do you use to make decisions? Please give me an example of your approach.

Does the answer reveal a systematic approach to decision making, using facts and evidence to support opinion?  Look for the applicant to reveal a specific example of a decision they made that considered the pros and cons of the situation.

7) When you have managed (or supervised) a team, what have you found to be most important?

This question is very broad and will result in answers reflecting the applicant's values and leadership style.  Ask for specifics if the answer they provide is too conceptual. You want to know about their leadership style, but also how they have gotten the best results out of people to stay on track and get work accomplished.

8) Please tell me about the last time you've had to review yourself. What did you say you needed to improve? Did you judge yourself fairly, harshly or lightly, and why?

Self-reflection and analysis are important parts of the evaluation process. Being overly critical or unrealistic is not helpful to the process. It requires honest introspection.

9) What example can you provide that demonstrates your commitment to a goal or ideal?

Look for a candid response demonstrating a big picture approach to achieving goals through determination and commitment. The best answer would not be boastful but would detail the many challenges that often impact a project.

10) To you, what are the top three most important things to know when it comes to entrepreneurship? Why do you consider those things important?

It is always important to understand the values of a possible employee, especially when it comes to entrepreneurship, to make sure that those values and the company's align. This question will help the interviewer to understand the values of the interviewee, as well as their reasoning and thought-processes for why those values are important to them.

11) What is your definition of professionalism and how have you demonstrated that at work?

Depending on the level of position, professionalism can have a variety of examples to define it. Look for an appropriate response given the job at hand.

12) What is your definition of respect and how have you demonstrated this at work?

Respect means valuing differences and trying to find common ground, not just being polite and courteous (although that is important too).  Look for a good definition and a good example of respectful behavior at work when the applicant interacted with customers or co-workers in a respectful manner.

13) Could you tell me about the time when you had to work the hardest?

"Hard work" could be overtime, extra effort, a steep learning curve, or other example.  Look for examples of how the applicant was able to commit to putting in extra effort to get a job done.

14) What is most important in communicating with a co-worker, customer, or other work contact? How have you ensured that your communications are clear?

Look for insightful ways the applicant improved the conveyance of information. Examples could be tools or techniques they have used to communicate more clearly.

15) What about your past experiences makes you confident that you will be a good fit at this organization?

The interviewer should pay attention to how confident the interviewee is when answering. The interviewer should have the interviewee's resume, and they will be able to see what they've done in the past to see whether or not they are honest and forthcoming.

16) Could you give me an example of how you had to build a relationship with a client or co-worker with a personality style different from your own?

This question will tell you about their ability to build relationships with people with varying backgrounds, personalities, temperaments, and needs.

Points to Wrap Up:

• What questions do you have for me?

• Next steps…

• Thank you for your time. We appreciate it very much.