**Coach Profile**

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) Could you tell me about a specific project you worked on in high school or college that you are proud of? Most of us have at least one memorable project we’ve worked on. The project that the interviewee remembers best will likely indicate what subjects are most interesting to them as a student.  Depending on the level of position, you can ask about high school or college; either level will give you insight into their areas of interest.

2) Which projects have you completed that demonstrate your expertise in this specific area? With "this specific area" you can refer to any area, program, or body of knowledge you wish too. The projects that the candidate brings up should be relevant to the position they’re interviewing for - help them by referring to a certain topic that is pertinent to the job. Whatever project(s) they bring up, as well as their ease of explanation, should help the interviewer understand the depth of their understanding.

3) How have you positively provided informal guidance to an employee? Candidates for supervisory and management positions should have many examples of coaching staff.  Look for solid, supportive examples that result in building the employee's confidence and competence through effective coaching.

4) What are examples of an employee you were able to motivate and one that was more challenging? What worked and why? All employees are different and what works for one might not work for another.  Look for an awareness of adapting their management style to a specific employee situation.

5) Could you give me an example of a time when you were responsible for completing a small portion of bigger project? What was your role and how did you coordinate efforts? This question will reveal a basic understanding of the applicant's organizational skills.  Look for actions to understand the big picture -- for example:  seeking out information, attending meetings, asking for more responsibility.

6) What example can you provide of a time when you lived up to your standard of accountability? What about a time when you did not? What happened, and what did you learn from it? Everyone has standards of accountability that they've decided to live up too, but also have moments when they are unable to live up to their standards. The interviewer can learn what the interviewee did to make up for their mistake. For example, did they change their patterns by putting in extra effort to make sure that they would be able to say they had good accountability in the future? Also pay attention to why they might not have been able to live up to their standard of accountability; be aware that it could be either personal issues, or external complications in the workplace.

7) How do you react when a colleague does not follow through with a commitment they've made? Unfortunately, there are always people in the work place who do not pull their full weight. This is relevant here because how the interviewee reacts to such people can give great insight into their character. Are they the type of person who will complain to a superior, are they someone who will do double the work to ensure the quality of the project? Do they get annoyed but remain passive-aggressive, or are they able to confront the colleague in a non-aggressive way? This question will hopefully allow the interviewer to better understand the character of the interviewee and have an honest discussion with them on what they believe commitment means.

8) Could you tell me about a situation when you had to be candid with a customer or team mate. How did you communicate your perspective? Look for an answer that demonstrates an appropriate and courteous example. Constructive candor is helpful, blunt commentary is not.

9) Have you ever had a boss or a co-worker that you looked up to because of their ability to be empathetic? Why did you admire them? Employees should, ideally, look up to their employers and co-workers as a source of inspiration, especially for empathy. Whatever role model the interviewee may have will likely give invaluable insight into their values.

10) How has a manager or supervisor motivated you or demotivated you in a past job? Everyone has had positive and negative relationships with their supervisors.  Look for a balanced approach, not blame, and an insight into the applicant's individual role in their own motivation.

11) What have you done to inspire people? Could you tell me about an example? Inspiration does not come only from leaders. Look for examples of how the person positively influenced others in a motivational way.

12) Can you provide examples of two teams you participated on -- one team that was successful, and one that was not? Look for good examples of an awareness of what is important in working on a team.  Were the roles, goals, and responsibilities clear?  Were team members committed to the goals?  Did they have the support of each other and management?  An understanding of what make a team click is important.

Points to Wrap Up:

• What questions do you have for me?

• Next steps…

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