



Basic Interview Grid

- The following sections may be arranged in different order -

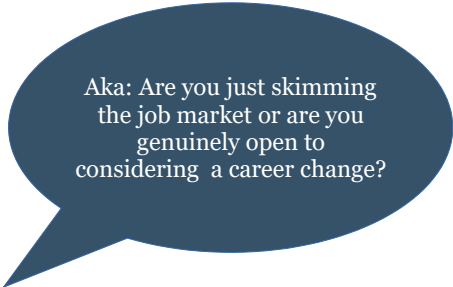
Section A

Understand the interviewee's sincerity

Question: “Any questions or comments concerning the job brief”

Goal: Winnow those candidates who gave the opportunity in-depth thought from those who ask only superficial technical questions (worst among the bad: Those who ask about compensation package first thing)

- Understand to what extent the interviewee has prepared herself, has thought about possible challenging and/ or rewarding aspects of the the jobs, has researched the potential employer, has envisioned herself in the position, etc.
- See whether and, if so, how the interviewee takes the lead in the conversation



Aka: Are you just skimming the job market or are you genuinely open to considering a career change?

→ Dig Deeper:

Question: “What could motivate a change? What would you expect from a change?”

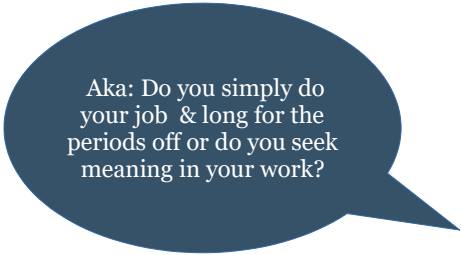
Goal: Understand more about the interviewee's motivations & goals

- Gain first insights into candidate's level of self-reflectiveness

→ Dig Deeper:

Question: “What would be your next career step at your current employer?”

Goal: Understand more about candidate's sincerity to seek change of employers



Aka: Do you simply do your job & long for the periods off or do you seek meaning in your work?

Section B

Understand the interviewee's professional vision

Question: "How do you conceive of yourself?"

Goal: Understand how the candidate thinks about her job, her contribution, and her impact

- Does the interviewee see herself as
 - Executer vs Strategizer
 - Task Fulfiller vs Goal Achiever
 - Sole Warrior vs Team Fighter
 - etc. etc.
- Does the candidate see the larger picture and understand the "Why"?

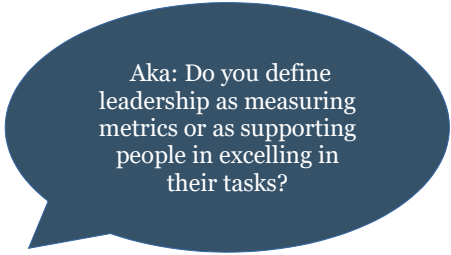
Section C

Learn about the interviewee as a leader

Questions: "How do you make a difference?"

"How do you define success?"

Goal: Learn about the interviewee's concept of leadership



Aka: Do you define leadership as measuring metrics or as supporting people in excelling in their tasks?

Section D

Learn about the candidate's functional expertise

Question: "Which phase did you like best in your career so far?"

Goal: Winnow those candidates who choose to present seemingly impressive positions, use buzzwords & commonplaces from those who explain their choice in a comprehensive manner (explaining the why, how, with whom, with which result)

- Ask for definition of buzzwords, ask about long-term impact
- Opportunity to ask about stages, gaps, etc in the resume that raised
- Ask about current position (structure, KPIs, industry context, etc.)

Aka: Do you only know how to present well or do you deeply understand what is essential for success in your functional domain?

→ Dig Deeper:

Question: "How do you define excellence in your field?"

Goal: Understand about the interviewee's approach to her function

- Another way to gain insights into candidate's level of (self-)reflectiveness
- Another way to understand the interviewee's priorities, criteria for measuring her own and others' success

Aka: Do you regard the vacancy as just another job or have you already started to envisioned yourself in it?

Section E

Understand the interviewee's vision of the vacancy

Question: "How would you translate your know-how into the new position?"

Goal: Validate that the candidate has fully understood the goals and challenges of the position in its context