

Who

I. The Screening Interview - 30 Minutes

Begin the call by setting expectations: "I am really looking forward to our time together. Here's what I'd like to do. I'd like to spend the first twenty minutes of our call getting to know you. After that, I am happy to answer any questions you have so you can get to know us. Sound good?"

A. What are your career goals?

1. talented people know what they want to do and are not afraid to tell you about it

A. What are you really good at professionally?

1. ask them to give you examples that will put their strengths into context
2. press for examples of when this trait served them well
3. match the job at hand

A. What are you not good at or not interested in doing professionally?

1. That sounds like a strength to me. What are you really not good at or interested in doing?
2. If you advance to the next step in our process, we will ask for your help in setting up some references with bosses, peers, and subordinates. Okay?
3. So I'm curious. What do you think they will say are some good things you are not good at, or not interested in?
4. Balance sheet will be incomplete if you can't identify at least five to eight areas where a person falls short, lacks interest, or doesn't want to operate.

A. Who were your last five bosses, and how will they each rate your performance on a 1-10 scale when we talk to them?

1. List each boss. Offer a rating for each. Press for details.
2. Be sure to really listen to what is being said.

Does this person's strengths match my scorecard?

Are the weaknesses manageable?

Am I thrilled about bringing this person in for a series of interviews based on the data I have?

What?

How?

Tell me more.

II. The Who Interview - 3 Hours

Setting the stage:

Thank you for taking the time to visit us today. As we have already discussed, we are going to do a chronological interview to walk through each job you have held. For each job I am going to ask you five core questions. What were you hired to do? What accomplishments are you most proud of? What were some low points during that job? Who were the people you worked with? Why did you leave that job?

At the end of the interview we will discuss your career goals and aspirations, and you will have a chance to ask me questions.

Eight percent of the process is in this room, but if we mutually decide to continue, we will conduct reference calls to complete the process.

Finally, while this sounds like a lengthy interview, it will go remarkably fast. I want to make sure you have the opportunity to share your full story, so it is my job to guide the pace of the discussion. Sometimes, we'll go into more depth in a period of your career. Other times, I will ask that we move on to the next topic. I'll try to make sure we leave plenty of time to cover your most recent, and frankly, most relevant jobs.

Do you have any questions about the process?

A. What were you hired to do?

B. What accomplishments are you most proud of?

- A. A Players tend to talk about outcomes linked to expectations. B and C Players talk generally about events, people they met, or aspects of the job they liked without ever getting into results.
- C. What were some low points during that job?
 - A. Reframed: What went really wrong? What was your biggest mistake? What would you have done differently? What part of the job did you not like? In what ways were your peers stronger than you?
- D. Who were the people you worked with? Specifically:
 - A. What was your boss's name and how do you spell that? What was it like working with him/her? What will he/she tell me were your biggest strengths and areas for improvement?
 - B. How would you rate the team you inherited on an A, B, C scale? What changes did you make? Did you hire anybody? Fire anybody? How would you rate the team when you left on an A, B, C scale?
- E. Why did you leave that job?

Master Tactic #1: Interrupting. Interrupt at least once every three or four minutes. It is through maintaining very high rapport that you get the most valuable data, and polite interrupting can build that rapport.

OCEAN

O&C: What's something that is really holding your attention right now? What books are you reading right now? What is something you can rabbit hole for hours?

E&A: Tell me about an ideal social situation. When do you have the most fun with friends and family? Who in your life leans on you as a pillar of support? Why? How does it work?

C, A & N: How would you calm someone down who was upset? (Ryan Hawk - Scott Belsky - "my husband left me")

O&C: What was the last thing you taught yourself or learned how to do? Why'd you do that?

Everything: What is the biggest decision you've made to make a change in your life (e.g. enroll in college, travel overseas, switch industries). How did you come to make that decision? What is the process you used - mentally - to feel certain and commit to doing this thing? Explain your thought process.

C: Describe one of your most exciting, memorable peak experiences in the last 3 year. Work or personal. In detail explain why you were fulfilled by this?

C: What's something you're proud of accomplishing in your life? How did you make it happen? What did you do internally (inside your mind) that help you make it happen?

The five factors are:

- [Openness to experience](#) (*inventive/curious vs. consistent/cautious*)
- [Conscientiousness](#) (*efficient/organized vs. easy-going/careless*)
- [Extraversion](#) (*outgoing/energetic vs. solitary/reserved*)
- [Agreeableness](#) (*friendly/compassionate vs. challenging/detached*)
- [Neuroticism](#) (*sensitive/nervous vs. secure/confident*)

Reference Interview Guide

Keys: You pick references. NOT what candidate gives you. Then ask candidate to contact the references to set up the calls. Ideally you do four interviews. Colleagues do three. Total 7. Interview three past bosses, two peers or customers, and two subordinates.

1. In what context did you work with the person?
2. What were the person's biggest strengths?
3. What were the person's biggest areas for improvement back then?
4. How would you rate his/her overall performance in that job on a 1-10 scale? What about his or her performance causes you to give that rating?
5. There person mentioned that he/she struggled with _____ in that job. Can you tell me more about that?