**The Personal Interview System**

Pre Interview

1. Make sure that we have the candidate’s resume. If we do not, then be sure that they bring it with them for this interview.
2. Read over the resume before this interview and come up with three questions off of the resume.
   1. One question should be about **what they did** in their previous roll.
3. Print out the interview questions.

During Interview

1. Make sure that the candidate feels comfortable. Make sure they have a water.
2. Let them know that we are not looking for right or wrong answers, we are looking for their answer. Let them know that they should feel free to think about the answer.
3. Tell them that the personal interview is all about fit.
4. The Personal Interview is primarily about FIT in your company. The resume and background check will tell you if they can DO THE JOB. The interview is in place for you to find out if they fit – do they align – with your company mission and values? Most companies hire and then try to get the new person to fit. This step will let you know if they fit to begin with – a much better way to go.
5. This meeting may last up to an hour, but keep in mind, this is a person that has already made it through FOUR FILTERS so it’s time well spent.
6. Take note: Did they arrive on time and did they do everything you asked them to do before they came in? (Yes, you need to ask them to do 2-3 things before the interview to ensure they will follow your instructions.)
7. Ask them the questions listed below.
   1. Listen for answers that reveal their alignment with your core values, or lack thereof! Do they speak your language? Do they see what you see?

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1. Afterwards, whether they align or not, thank them for their time and interest, tell them you will be in touch. *“This is the fourth step of our interview process. We will be in touch in the next 60 minutes if we are going to move to the next phase, if you don’t hear from us, there is no need to call or reach back out, we know what we’re looking for.”*
2. If you know you want them, you can go ahead and hire them on the spot and move to the Reference/Background Check Step.
3. Evaluate: As they answer these questions, you want to be aware of how close their answers are to your answers. Do they “get” your language and your values? If they do it will come across in their language and their actions.
   1. If they’re a fit, move on to the Reference/Background Checks – it is time to hire your new A Player!
   2. If not, move on. There will be some that make it to this step but don’t fit. Only a true fit can make it through these questions… they are a window into the prospect’s soul!

The Interview Process is in place to discover how “familiar” the candidate is with your culture. It’s not necessarily a time to determine if they are “qualified” to work for you. That is determined more by their application, resume and references.

**Before beginning the interview...**

1. Help them feel comfortable. Try not to do the interview in a place with too much going on around you. The setting should reflect the company culture.
2. Be sure that the environment allows for you to hear each other clearly.
3. Remember, this interview is not for dissecting “qualifications.” This interview is done so we can learn about them and so we’ll know how well they will fit into our culture. Answers are not to be viewed as right or wrong, good or bad. The answers are what they are and simply let us know what we might “expect” from the prospect if we decide to hire them.
4. Let them know that you will be taking notes while they are talking. This is just so we can remember what they actually said. DO NOT WRITE DOWN ANY “SIDE COMMENTS” OR “PERSONAL INTERPRETATIONS” ON THIS FORM! JUST WRITE DOWN THE MAIN THINGS THEY SAY. Don’t be afraid to ask for clarification so that you can be sure to “get it right.”

**\*HERE ARE THE QUESTIONS – You can substitute in your own core values.**

There are six questions to ask for each of your core values. Take a moment to fill in the blanks using your own core values to have a complete personal interview script that is ready to go the next time you need it!

**Personal Growth**

* When I say the words personal growth, what pictures do you get in your mind… how would you define that?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what pictures do you get in your mind… how would you define that?**
* When I say the words personal growth, what synonyms come to your mind?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what synonyms come to your mind?**
* Based on your definition of personal growth that you have just given me, how would you rank your own level of personal growth so far in your life on a scale of 10, with 10 being the highest? Explain.
* **Based on your definition of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that you have just given me, how would you rank your own level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so far in your life on a scale of 10, with 10 being the highest? Explain.**
* Using that definition, when was a time you were really growing?
  + What was hard about it?
  + What did you have to overcome?
  + What did you have to sacrifice?
* **Using that definition, when was a time you experienced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?** 
  + **What was hard about it?**
  + **What did you have to overcome?**
  + **What did you have to sacrifice?**
* Tell me about a time when you have had to help someone grow…
  + What did you like about it?
  + What was hard about it?
  + What did you have to do to overcome?
* **Tell me about a time when you have had to help someone with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_…** 
  + **What did you like about it?**
  + **What was hard about it?**
  + **What did you have to do to overcome?**
* As an employee what do you think are the top 3 things; using your definition, that you can do to bring growth to our organization?
* **As an employee what do you think are the top 3 things; using your definition, that you can do to bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to our organization?**

**High Energy**

* When I say the words high energy, what pictures do you get in your mind… how would you define that?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what pictures do you get in your mind… how would you define that?**
* When I say the words high energy, what synonyms come to your mind?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what synonyms come to your mind?**
* Based on your definition of high energy that you have just given me, how would you rank your own level of high energy so far in your life on a scale of 10, with 10 being the highest?
* **Based on your definition of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that you have just given me, how would you rank your own level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so far in your life on a scale of 10, with 10 being the highest? Explain.**
* Using that definition, when was a time in your life when you had high energy?
  + What was hard about it?
  + What did you have to overcome?
  + What did you have to sacrifice?
* **Using that definition, when was a time you experienced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?** 
  + **What was hard about it?**
  + **What did you have to overcome?**
  + **What did you have to sacrifice?**
* Tell me about a time when you have had to help someone to have high energy…
  + What did you like about it?
  + What was hard about it?
  + What did you have to do to overcome?
* **Tell me about a time when you have had to help someone with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_…** 
  + **What did you like about it?**
  + **What was hard about it?**
  + **What did you have to do to overcome?**
* As an employee what do you think are the top 3 things, using your definition, that you can do to bring high energy to our organization?
* **As an employee what do you think are the top 3 things; using your definition, that you can do to bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to our organization?**

**Production**

* When I say the word production, what pictures do you get in your mind… how would you define that?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what pictures do you get in your mind… how would you define that?**
* When I say the word production, what synonyms come to your mind? **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what synonyms come to your mind?**
* Based on your definition of production that you have just given me, how would you rank your own level of production so far in your life on a scale of 10, with 10 being the highest?
* **Based on your definition of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that you have just given me, how would you rank your own level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so far in your life on a scale of 10, with 10 being the highest? Explain.**
* Using that definition, when was a time you were productive?
  + What was hard about it?
  + What did you have to overcome?
  + What did you have to sacrifice?
* **Using that definition, when was a time you experienced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?** 
  + **What was hard about it?**
  + **What did you have to overcome?**
  + **What did you have to sacrifice?**
* Tell me about a time when you have had to help someone with production…
  + What did you like about it?
  + What was hard about it?
  + What did you have to do to overcome?
* **Tell me about a time when you have had to help someone with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_…** 
  + **What did you like about it?**
  + **What was hard about it?**
  + **What did you have to do to overcome?**
* As an employee what do you think are the top 3 things, using your definition, that you can do to bring production to our organization?
* **As an employee what do you think are the top 3 things; using your definition, that you can do to bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to our organization?**

**Team**

* When I say the word team, what pictures do you get in your mind… how would you define that? **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what pictures do you get in your mind… how would you define that?**
* When I say the word team, what synonyms come to your mind? **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what synonyms come to your mind?**
* Based on your definition of team that you have just given me, how would you rank yourself as a team member so far in your life on a scale of 10, with 10 being the highest?
* **Based on your definition of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that you have just given me, how would you rank your own level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so far in your life on a scale of 10, with 10 being the highest? Explain.**
* Using that definition, when was a time you employed teamwork?
  + What was hard about it?
  + What did you have to overcome?
  + What did you have to sacrifice?
* **Using that definition, when was a time you experienced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?** 
  + **What was hard about it?**
  + **What did you have to overcome?**
  + **What did you have to sacrifice?**
* Tell me about a time when you have had to help someone employ more teamwork…
  + What did you like about it?
  + What was hard about it?
  + What did you have to do to overcome?
* **Tell me about a time when you have had to help someone with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_…** 
  + **What did you like about it?**
  + **What was hard about it?**
  + **What did you have to do to overcome?**
* As an employee what do you think are the top 3 things, using your definition, that you can do to bring a team atmosphere to our organization?
* **As an employee what do you think are the top 3 things; using your definition, that you can do to bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to our organization?**

**Fun**

* When I say the word fun, what pictures do you get in your mind… how would you define that?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what pictures do you get in your mind… how would you define that?**
* When I say the word fun, what synonyms come to your mind?
* **When I say the word(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, what synonyms come to your mind?**
* Based on your definition of fun that you have just given me, how would you rank your own level of fun so far in your life on a scale of 10, with 10 being the highest?
* **Based on your definition of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that you have just given me, how would you rank your own level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so far in your life on a scale of 10, with 10 being the highest? Explain.**
* Using that definition, when was a time you had a lot of fun at work?
  + What was hard about it?
  + What did you have to overcome?
  + What did you have to sacrifice?
* **Using that definition, when was a time you experienced \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?** 
  + **What was hard about it?**
  + **What did you have to overcome?**
  + **What did you have to sacrifice?**
* Tell me about a time when you have had to help someone have fun at work…
  + What did you like about it?
  + What was hard about it?
  + What did you have to do to overcome?
* **Tell me about a time when you have had to help someone with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_…** 
  + **What did you like about it?**
  + **What was hard about it?**
  + **What did you have to do to overcome?**
* As an employee what do you think are the top 3 things, using your definition, that you can do to bring more fun into our organization? **As an employee what do you think are the top 3 things; using your definition, that you can do to bring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to our organization?**

**Why do you ask these 6 questions for each Core Value?**

* When I say the words personal growth, what pictures do you get in your mind… how would you define that?
  + *The pictures they get will determine their mental conclusions and core beliefs. Are their pictures close to your pictures? If not, then chances are very good that you have different conclusions and beliefs about what this core value is. It doesn’t make one person right and the other wrong, it just lets you know how “different” you are and how much the candidate will have to “change their conclusions” to fit in with your company. It’s not easy to change what you believe! Some candidates may not know what pictures they get… well, that tells you something.*
* When I say the words personal growth, what synonyms come to your mind?
  + *The words they speak back to you will let you know what is in their heart. We speak from the heart. If their words are flat and emotionless, you will be able to discern it. They may say the right words, but it may not come from their heart. However, most often, this is where candidates will really light up and talk a lot. They will think that talking a lot means that the interview is going real well – but many times – the more they talk the more they reveal what’s truly in their heart.*
* Based on your definition of personal growth that you have just given me, how would you rank your own level of personal growth so far in your life on a scale of 10, with 10 being the highest? Explain.
  + *This gives them an opportunity to show that they really know what they are talking about. Also, it lets you know how well they “implement” their knowledge into their life. I promise this will come into play as an employee – can they implement knowledge into their actions.*
* Using that definition, when was a time you were really growing? – *more clarity on if they know what they are talking about.*
  + What was hard about it?
    - *You want to know how they function under pressure and negative circumstances because you known these will come up as they work for you.*
  + What did you have to overcome?
    - *Can they identify what the struggle was or do they just blame?*
  + What did you have to sacrifice?
    - *This is where you can get some insight on how willing they are to make personal sacrifices for the “greater good” – the personal greater good.*
* Tell me about a time when you have had to help someone grow… *This will let you know if they are able to “transfer” their core values to other people.*
  + What did you like about it?
    - *Can they explain it in steps? Do they know the path to improvement?*
  + What was hard about it?
    - *Do they understand the difficulties involved with “change”?*
  + What did you have to do to overcome?
    - *This is where you can get some insight on how willing they are to make personal sacrifices for the “greater good” – this time its for the greater good of OTHERS (including your company)*
* As an employee what do you think are the top 3 things; using your definition, that you can do to bring growth to our organization?
  + *Do they understand how to transfer personal improvement into company/team improvement?*

Checklist to complete before the candidate leaves the interview

1. \_\_\_\_\_\_\_\_\_\_ Allow the candidate to ask any and all questions that they may have
2. \_\_\_\_\_\_\_\_\_\_ Have the candidate provide 4 references (Names and Phone Numbers)
3. \_\_\_\_\_\_\_\_\_\_ Walk the candidate out of the office and tell them, “Thank you so much for your time and interest. We will be calling the references you provided and once we have contacted them you will hear from us within 72 hours IF we are moving to the onboarding phase of our process… in the event that you do not hear from us, there is no need to call as we know what we are looking for. If you do not hear from us it is not because you are a bad person but rather that we did not think it would be the best fit. Thank you again and have a great rest of your day.”