

SAGANA



SAMPLE INTERVIEW QUESTIONS

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WHAT IS A BEHAVIOURAL INTERVIEW?

- In a behavioral interview, an interviewee is asked to provide examples from their past employment of specific situations and to share how they behaved in those circumstances
- Rationale: past performance is predictive of future performance, i.e., how you behaved in the past will forecast how you will behave in the future. By asking for specific examples, behavioral interviews make it easier to objectively determine how a candidate will perform in the role.
- Such questions generally open with
 - Tell me about a time when...
 - What do you do when...
 - Have you ever...
 - Give me an example of...
 - Describe a...
- Follow-up questions to get more detail on specific behaviors, like “what factors did you consider when you made that decision?” or “what were you thinking at that point?” make it difficult for interviewees to exaggerate their answers to give the responses they think you want to hear

CASE INTERVIEWS

- **Considerations while building a case study:**

- Choose the format of the case study to align with what you are trying to assess
- Thinking quickly on his/her feet versus deliberate, careful analysis
- Consider how much time the company/ interviewer has to develop the case
- Suggestion: keep it simple
- Have one person consistently administering the case study to see trends more clearly across candidates

- **Example scenarios:**

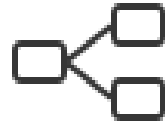
- Here's the summary of a new business unit/ manufacturing plant we are considering setting up. What do you think about it?
- Our CEO comes to you one day and says, "I'm building a team focused on developing" What steps would you take and questions would you ask to advise him on setting this up?
- In your role as finance director, you uncover some irregularities in the finances. You aren't sure who knows about them and whether any external vendors are involved. What do you do?

BEST PRACTICES FOR CONDUCTING GENDER-INCLUSIVE INTERVIEWS



Have diverse interviewers

Having a mix of genders on interview panels helps reduce bias. If interviews are typically conducted by one interviewer, then it is recommended that some of the interview rounds are conducted by women, as relevant. This step can help reduce latent biases in the hiring decision



Adopt a structured interview process

With more structure and compliance in your recruitment process, you will be able to attract a more inclusive talent pool and deliver equity in candidate experience. Ensuring that all candidates go through the same interview rounds and questions is a useful practice to avoid biases



Use a defined evaluation checklist

Similarly, having an objective set of evaluation criteria is helpful in avoiding biases in the candidate selection process. This can ensure that all candidates are evaluated on a comparable set of metrics. Any qualitative factors influencing hiring decisions should also be clearly highlighted/noted in the interview forms to avoid misjudgment



Get regular feedback in the process

Getting candidate and employee feedback is vital to enhancing the candidate's experience. You can also collect information specifically on gender inclusivity to learn if your application process has made all candidates feel equally included. If any red flags are raised, you can then take action to make any necessary improvements

Sources: PwC; ClimateLinks; Predictive Index; AI HR

SAMPLE INTERVIEW QUESTIONS

On role fit

- What are you really good at, but never want to do anymore?
- What's the difference between someone who's great in your role versus someone who's outstanding?
- Tell me about your ideal next role. What characteristics does it have from a responsibility, team, and company culture perspective? What characteristics does it not have?
- What are the three most important characteristics of this function? How would you stack rank yourself from strongest to least developed among these traits?

To gauge motivation

- Among the people you've worked with, who do you admire and why?
- Tell me about a time you took unexpected initiative. Follow-up: Can you tell me about another?
- What's something great about your current or previous job? Why?
- What motivates you to work?
- Looking back on the last five years of your career, what's the highlight?

To gauge passion

- What are some things outside of work that you're irrationally passionate about?
- What was the last thing you "nerded" out on?
- What's the first job you had, that's not on your resume, and what did you learn from that experience?
- What have I not asked you that I should have?

SAMPLE INTERVIEW QUESTIONS

On working with others

- Tell me about a time you strongly disagreed with your manager. What did you do to convince him or her that you were right? What ultimately happened?
- Tell me about the best and worst bosses you've ever had, specifically, in your career. What was the difference?
- What's one part of your previous company's culture that you hope to bring to your next one? What one part do you hope to not find?

On how they respond to feedback

- What's one critical piece of feedback you've received that was really difficult to hear? Why was it difficult and what did you do with that information? What did you learn about yourself?
- Find a way to give the candidate a piece of constructive feedback in the interview to see how they react

On learning from mistakes

- When was the last time you changed your mind about something important?
- What's the most important thing you've learned from a peer and how have you used that lesson in your day-to-day life?
- Tell me about a time you really screwed something up. How did you handle it and how did you address the mistake?
- Tell me about a time you made a mistake or failed at something. What did you learn from this experience? Can you give me two other examples?
- When have you felt the lowest in your career? Did you realize how you felt in the moment? How did you respond?

BEHAVIORAL INTERVIEW FORMAT

It can be hard to evaluate 'soft skills' while interviewing because people often prepare heavily for an interview and may tell you what they think you want to hear, as opposed to how they actually operate. To try to discern this distinction you really need to 'dig in' and get beneath the prepped story.

- First, you must establish what is it that you are looking for in soft skills. For example, what does a good leader look like in your organization? Are they focused on coaching? Performance? Mentoring? Digging into details? You need to know this so you can understand how this person fits and evaluate them against this
- Start the soft skills questions by explaining your methodology
 - *I'd like to dig into your leadership experience. Can you tell me about a time when*
 - You had to coach someone who was underperforming/ You had teammates who were not getting along/ You had to deliver some tough feedback *to a teammate/ etc.*
 - *Please start with a 30 second overview of the example and then I'll dig in and ask more questions.* Really push them to be brief with the overview
 - *Great, I'd like to dig into that more. I may pause you as you go along so that I can ask more questions and make sure I understand the situation well*
 - Then start with a first opening question based on what you heard. E.g. *How long had you and xyz been working together*
- Continue to pause them, ask questions and re-direct as they tell to go deeper. Ensure that they are focusing on their actions as opposed to others'
- Ask at different intervals "*how were you feeling at this point*" or "*tell me more about your logic of why you made that decision*" etc. to try to discern more how they were feeling and how they interpret scenarios
- Dig on an example for at least 7-8 minutes to get really deep on the scenario
- Finish with a final question "*if you could go back in time, what would you do differently*" to understand more how they learn and grow from experiences