



# How to hire the superstars who grow your business and avoid hiring the others who don't...

Wouldn't it be great if you only ever recruited high quality people for your business? Even better when these high quality people go on to have a highly profitable impact on your business performance?

It can be demoralising, highly frustrating and potentially lethal if you recruit the wrong people into your business. Like the saying goes 'one bad apple can rot the whole barrel'!

Here's a bitesize business breakthrough to improve your interviewing skills and processes. You can put this to work immediately (or the next time you want to hire someone) and improve your ability to hire brilliant people.

### In a nutshell

The calibre of your people matter now more than ever. Here's why.

The transparency social media and the internet brings to all businesses means you're exposed. If one of your employees messes up then tens, hundreds maybe even thousands



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of people will know almost instantly thanks to Twitter or some other instant messaging service.

The reverse is also true. You will almost certainly have experienced a great employee at some time. You know, the supermarket assistant who can't do enough to help you? The hotel concierge who goes out of her

way to book you a restaurant? The ones who tempt you to write a favourable trip advisor report!

The thing is, hiring superstars isn't what normally happens!

According to a 2012 report (which studied 5,247 hiring managers responsible for more than 20,000 hires) 46% of newly hired employees will fail within 18 months. More worrying is only 19% will achieve unequivocal success.

### Here's a proven solution for you...

Follow a proven interview process and you can be confident you'll recruit the best people for your business.

Interview well and you'll hire well, and reap the rewards of working with great people.

### Time for a question...

What happens to your business results when your recruiting skills improve, and you double the number of superstars working in your business?

Clearly, recruiting deserves the best of your attention. We suggest you start with ...



## Preparation & planning:

View recruitment as just another one of your many jobs and you'll rarely hire the best people.

It requires a committed strategic approach if you're going to hire the best people more often.

**To help here's a proven 6-step recruitment process you can put to work:**

### A. PREPARE WELL: Be crystal clear on your job description and ideal candidate.

Until and unless you know exactly who you are looking for, and what you want them to do, you will not be able to recruit them.

Use the job description and ideal candidate forms you'll find in the Business Bitesize support tools to help you – see link on the next page.

### B. BE SCIENTIFIC: Psychometric profile your 'possible' candidates and you bring some scientific objectivity to your recruitment decisions.

In 20 minutes or less you can capture a psychometric job profile by completing a simple questionnaire. Your job description and ideal candidate description will help you.

You can then ask relevant candidates to also complete a similar questionnaire.

You're then in a position to compare the two with the help of a profiling advisor, and assess whether they are a good match for the job.

This approach will also flag up relevant questions you can and should ask your job

applicants.

Again you'll find more on psychometric profiling in the online support tools.

### C. INTERVIEW 1 is where you sell your company and the job and assess whether you like them and whether you think they can fit in.

High calibre candidates are likely going to several interviews. To succeed in having them join you, you must share with them good reason to choose your company and choose your job. Sell the career opportunity you have available.

It pays to ask the same well-thought-out questions of every candidate at interview 1 – this means you can better assess which candidates are the most worthwhile to pursue.

This can be a relatively brief 30-45 minute interview.

It's also important you share with them your recruitment next steps so they know what to expect. This shows you have a well-planned recruitment process and should therefore be taken seriously.

You'll find some sample questions in the online support tools for this edition of Business Bitesize.

### D. TELEPHONE INTERVIEW: This is your opportunity to assess the candidate's telephone manner, voice tone and ability to make a call on time.

If you are recruiting for a customer facing role or team leadership role this is vital.

This also gives you the opportunity to talk to them between interviews and keep them interested in your company.

### E. INTERVIEW 2 is where you get your team involved and get the candidate to do some work.

You also get a second look at the candidate and conduct a thorough interview using prepared questions (see the online support tools).

Prepare and plan to have your team spend a little time with your candidates. You and your team might even have a bite to eat with them.

Time with your team is made easier by preparing some example jobs for the candidate to do and allocating time for team interaction. The work they do gives you a realistic assessment of their abilities.

And when your possible new recruits have left you, ask your team to give their independent assessment of each candidate. You'll find a suggested form for this in the online support tools.

### F. FINISH WELL: Meet your chosen candidate face-to-face to present a formal offer – ideally close to their home in a Starbucks or similar.

A neutral, relaxed location helps and is seen as a caring approach to a sensitive situation. You can also better assess their reaction, handle any last minute concerns and ask for a verbal commitment to take the job too.

**IMPORTANT:** It's important you are aware of the regulations and laws when recruiting. In the Business Bitesize support tools you'll find links to all current legislation and guidance from the CIPD (Chartered Institute of Personnel and Development).

**TIME TO DISAGREE:**

**“We are a small team and don’t recruit very often.”**

Recruiting is even more important in small teams. The impact of a bad hire can be critical. And the impact of a great hire massively positive. Simply save this Business Bitesize edition until you need it next time you recruit.

**“Business is too hectic to be this scientific and well-planned when recruiting.”**

It pays to consider the time, money and lost performance associated with recruiting and training new people.

More importantly, hire badly and you can expect:

- Lower employee morale, which can mean more hassle and your good people leave
- Customer dissatisfaction and lost sales
- Reduced quality of output and lost profit
- Reduced volume of output and lost profit

Hire great people and you improve all these things and improve the results of your business. A scientific and well-planned approach can help.

*(NB if you are interested in having a closer look at the impact of these things on your profits please get in touch)*

**“Psychometric profiling is too ‘extreme’ for us plus it takes time and costs money.”**

The Harvard Business Review suggests that as much as 80% of people leaving jobs are due to bad hiring decisions.

Having a candidate complete a 15-30 minute profiling questionnaire, you doing the same for the job role just once, and comparing the results is a small time investment. It can even reduce the number of interviews you hold.

The cost of a hiring mistake and the benefits of hiring well will always far outweigh the price of a few profiling reports. Gut-feel alone is subjective and subject to error; why not add in a little science too?

**“When we recruit we have to recruit fast, this process is too long-winded.”**

We appreciate that sometimes speed is of the essence. And it’s possible to take the 6-step process recommended here and compress it into fewer steps. For example – Interview 1 in the morning with a psychometric profile; and if they pass, conduct interview 2 in the afternoon.

**“Legislation makes it hard to ask the questions we really want to ask.”**

We have little choice but to work within our legal framework. This makes it even more important to use good structure and good process to assess attitude as well as skill when interviewing.

You’ll find quick access to all things regulatory at the CIPD website – you’ll find the link in the online support tools or Google will take you there.

**Tell me more...**

If you want to look deeper into the research mentioned in this report and also how to hire recruits with the best attitude you’ll find Mark Murphy’s well-researched book – Hiring For Attitude particularly helpful.



**4 helping hands for you...**

Gut-feel, ill-prepared interviews and skill-only focused interviews will not get you the best recruits. If you’re convinced about the value of hiring well, put these 4 to work for you:

- 1. Prepare well – use a systematic hiring process every time**
- 2. Start your interviews doing what you can to relax your interviewee**
- 3. Ask well-thought-out questions to assess attitude as well as skill**
- 4. If in doubt leave them out – don’t hire people you have doubts about before they start**

**ULTIMATE ARGUMENT: “How do I know this will work for me and my business?”**

Until you test it, and modify it to suit your business you won’t know. Next time you are recruiting why not invest a little more time using profiling or attitude-focused questions and see how it improves the interviews and the recruits you hire?

**STOP:** treating interviewing as just another one of your jobs or you’ll never surround yourself with superstar employees.

**START:** hiring using a well-structured process like the one outlined above. Then fine tune the process to best suit your business and the superstars you’d love to work with.

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**Your feedback is important to us. We’d love to know what you think of Business Bitesize. Click on this link [here](#) to give us your feedback and answer a single question. And of course, if you’d like to share this report directly with any of your colleagues, friends and contacts ... feel free.**



## Your next steps:

Here's your bitesize interview checklist to help you recruit the superstars who'll help you grow your business.

## Start with great interview questions:

Preparation is the key to successful recruitment. In particular the quality of the questions you prepare and ask at interview will dictate how much you learn about your future employees.

## More tools and information for you:

Use the example questions you'll find in the Business Bitesize tools we've created for you - you'll find the tools using the link in the box below.

Go to <http://bit.ly/superstarstls> to see the additional tools and resources to help your accountancy practice hire the best people.

# Proven 6-step recruitment process

## A. PREPARE WELL: Describe the job and the ideal candidate clearly

Use the job description and ideal candidate forms you'll find in the Business Bitesize support tools to help you - see link below

## B. BE SCIENTIFIC: Psychometric profile for the job and the people

Use a job profile and person profile to bring some scientific analysis to hiring the right people - reduce the guess-work.

## C. INTERVIEW 1 - like and relevance

Sell the job. Sell the company. Sell the career opportunity. Assess their attitude and values. Decide whether you like them and if they'll fit in. Share next steps.

## D. TELEPHONE INTERVIEW

Assess their telephone manner, voice tone, and ability to make a call on time.

## E. INTERVIEW 2 - team involved - cultural fit - they do some work

Have another look. Get a second opinion by involving your team. And get candidates to do some work for a realistic assessment.

## F. FINISH WELL: Offer the job face to face

Meet the chosen candidate face-to-face to present the formal offer. You can assess their reaction, handle any last minute concerns and ask for a verbal commitment to take the job too.

**YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a suite of support tools to help you hire the superstars who'll grow your business and avoid hiring the others who don't.**

**Find the support tools to help you here - [www.businessbitesize.com/remarkable\\_practice](http://www.businessbitesize.com/remarkable_practice)**

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business breakthroughs  
in minutes

**Remarkable  
Practice** inspiring remarkable results  
in your accountancy firm

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Here's a bitesize business breakthrough to improve your interviewing skills and processes. You can put this to work immediately (or the next time you want to hire someone) so you always hire brilliant people.

**STOP:** treating interviewing as just another one of your jobs or you'll never surround yourself with superstar employees.

**START:** hiring using a well-structured process like the one outlined below. Then fine tune the process to best suit your business and the superstars you'd love to work with.

## Contents:

- 1 - **Be sensitive to HR legislation, regulations and issues**
- 2 - **Failsafe 6-step recruitment process**
  - A.** PREPARE WELL: Be crystal clear on the job specification and ideal candidate
  - B.** BE SCIENTIFIC: Psychometric profile your candidates to decide who to interview
  - C.** INTERVIEW 1 – like and relevance
  - D.** TELEPHONE CALL: Assess telephone manner
  - E.** INTERVIEW 2 – team involved – cultural fit – they do some work
  - F.** FINISH WELL: Offer the job face to face
- 3 - **Appendices**

### 1. Be sensitive to HR legislation, regulations and issues

The CIPD (Chartered Institute of Personnel Development) is a great way to access all the relevant legislation and issues facing businesses. You can get a great overview here:

[http://www.cipd.co.uk/NR/rdonlyres/194F086A-6EE1-451C-B72A-D3C7CFECC435/0/9781843982531\\_sc.pdf](http://www.cipd.co.uk/NR/rdonlyres/194F086A-6EE1-451C-B72A-D3C7CFECC435/0/9781843982531_sc.pdf)

The document link above provides the following learning outcomes:

- Understand why it is important to adopt sound recruitment and selection practices
- Be able to identify the constraints and opportunities presented by legislation in this area and be prepared to keep up to date with forthcoming changes
- Appreciate the need for rigorous HR planning and job analysis as a starting point for the whole recruitment and selection process
- Be able to choose appropriate sources of recruitment and methods of selection, depending on the nature of a vacancy, and be willing to evaluate the outcome of your decisions
- Be able to identify the factors needed to ensure an effective induction process that meets organisational and individual needs.
- Be more able to anticipate and plan for the demand for new employees
- Be better placed to find suitable sources of employees in the labour market

And you can find a recruitment factsheet from the CIPD here (you may need to register for a free account to access this): <http://www.cipd.co.uk/hr-resources/factsheets/recruitment-overview.aspx>

This document is packed with information relevant to recruitment.

If you struggle to access these links please search on the CIPD website here - <http://www.cipd.co.uk/>

### 2. Failsafe 6-step interview process

This edition of Business Bitesize assumes you have generated a list of candidates you think are relevant to the job you're recruiting for. Your job now is to determine the best one to hire and the ones not to hire.

Follow some, or all of the 6-steps and improve your chances of hiring a superstar for your business.

Yes there are different levels of recruitment. A shop-floor worker warrants a different approach to the one you use to recruit customer service people, which differs from the way you recruit your next sales director. However the principles behind each step hold true.

You might fast-track interview 1 and 2 by having them on the same day but still involve several people in the process. Yes you'll want to modify the 6 steps, however think long and hard about applying the principles at each stage. After all, you want to hire well, not just any old body to fill a space in your team!

### **A. PREPARE WELL: Be crystal clear on the job specification and ideal candidate**

If you are vague about the job or the candidate it's unlikely you'll find the best person for the job.

It's vital you work on this with the team who do this job. The person who's leaving the job can be a big help too. Doing this will also help you complete the job profiling exercise recommended in the next step.

**Job specification:** You want to be certain about what the job involves. What are the results and outcomes expected from the job? What responsibilities does the job entail? What will the person be accountable for? How do you describe the job simply and accurately? What hours, time keeping, flexibility etc. are required for the job?

**Ideal candidate:** What characteristics (character traits) best suit the job? What experience, what skills, what knowledge, is required to do the job brilliantly? What attitude do you expect of the person doing the job?

*You'll find a job specification and ideal candidate form to help you complete this vitally important process, in appendix 1 pages 7 and 8.*

### **B. BE SCIENTIFIC: Psychometric profile the job and your candidates to decide who to interview**

Interviewing is a time consuming distraction from your core business. Why would you want to waste time interviewing people who do not suit the role? Here's a scientific way of deciding who to interview and who not to interview which requires you to spend a little money but saves you a lot of unnecessary interviewing effort:

**STEP 1:** Generate a job profile using your chosen psychometric profiling tool – this provides you with a reference point against which to compare your candidates. Using one of the simpler profile tests (DISC profiling by Thomas International) you can have this done for less than a supermarket shop.

**STEP 2:** Invite your candidates to complete a psychometric profile (which will take them as little as 15 minutes) to determine their suitability to the role.

**STEP 3:** Compare the two profiles (job profile and candidate profile), and see if there's a strong enough match to determine whether you interview them or not.

There are many types of profiling you can use. One of the simpler, more intuitive and easy-to-use methods is DISC profiling which also allows you to profile the role and then compare candidate profiles to the job profile as described above.

***You'll find a list of 5 different psychometric profiles in appendix 2 p. 9, at the end of this document.***

NB Rather than do the profiling first we know of one business who prefers to do the people profiles during interview 1 and uses the insights to decide whether to do interview 2 and also what questions to ask at interview 2.

### **C. INTERVIEW 1 – like and relevance**

Interview 1 Goals:

- **Sell the job:** Sell the company and the career opportunity so they want to come back for the next interview.
- **Assess their attitude and values:** Decide whether you like them and you think they'll fit in
- **Share next steps:** Share with them the next stages of the interview process and agree the next steps with them

**NB** It's important you do not 'over-sell' the role or the company because when they start with you, you want them to see the job, role and your company as you described it at interview (not be disappointed at the reality which will undermine their willingness to do the job wholeheartedly).

It's always useful to remember there are three stages to every first interview:

**Beginning** – help the candidate relax a little – acknowledge that interviews are a little odd/nerve-wracking (talk about how they got to the interview; how long did it take; how did they manage to get there on time) – tell them how the meeting will go (run through agenda)

**Middle** – agenda – the Company; the job; the expectations; your background/experience; psychometric profiling

Michael Gerber, the famous business author and speaker, suggests interview one is preceded by a brief presentation of your company's story, your business goals and your business purpose too. And of course an outline of the role you're recruiting for and the way the work gets done. This can be done in individual interviews or at a recruitment event to many candidates at the same time if you wish.

After your brief presentation you want the answer to three questions:

- What stood out for the candidate in the story they've just heard about your business?
- What is it about the candidate's experience that suggests he/she can do this job?
- What one specific story about the candidate's background would suggest you should hire them?

**End** – next steps – telephone call – interview 2 – job offer

It's important you make the candidate aware of the next steps of your interview process too – telephone call – Interview 2 (where they do some work) – job offer meeting.

If you are happy they could do the job then agree a day and time for a telephone discussion (during which you'll agree a day and time for interview 2 or alternatively explain why they aren't suitable and end the process at this stage).

You decide whether they make the call to you or you make the call to them. The more senior the role, or if the role is customer related it is better to give them the responsibility to call you so you can assess their willingness and ability to be in control of making the call.

### **D. TELEPHONE CALL**

This is relatively brief – 15 to 30 minutes. It is designed to assess their telephone manner, voice tone, and ability to make a call on time as agreed. Particularly relevant for any customer facing roles or management roles where they'll be on the phone to the team regularly and where timing and deadlines are important.

Questions you can ask to assess whether to go to Interview 2 stage:

- When you discussed the job/role with your partner/mum/dad/friends how did you describe it to them?
- And how did they respond to your description of the job/role/company story?
- How do you feel about taking the next step and spending a few hours with the team you'd be working with doing some of the work involved in the job?
- What hesitations/reservations do you have about spending some quality time with us like this?

### **E. INTERVIEW 2 – team involved – cultural fit – they do some work**

Interview 2 should involve an extended period of time from 3 hours up to a whole day depending on the nature of the job/role. You ideally want several of your existing people to interact with them so you can assess their opinion of the possible candidates immediately afterwards.

**Get a second opinion:** determine whether the team they'll be working with can get along with the person

**Assess their skills:** determine whether they can do the job.

It is a great idea, if you have more than one candidate for the job, to have them together on the same day. This way, you and your colleagues can see them all on the same day and make a decision very quickly. If you see them on different days make sure you take a picture of them (so you can better recall them when comparing candidates later). You should also create an assessment process you can replicate for each candidate (*see appendix 3 p.10 for a suggested form for this*). Each of your team members can complete a form for each candidate.

**Have another look:** Interview them again (using the profiling report to pinpoint areas you wish to explore) and determine whether your original opinion of them was correct or not.

**NB.** Like interview 1 it pays to be conscious of the 3 stages of an interview – beginning – middle –

end. In particular you want the candidate to be as relaxed and natural as possible (if this is ever possible in an interview!) so you can properly assess their suitability.

The quality of your questions determine the quality of your interview. Preparation and planning around these questions is vitally important.

***Examples of questions to use to help you with this are in Appendix 4 p.11.***

### **F. FINISH WELL: Offer the job face to face**

It's easy to send a job offer in the post or by email.

However the best candidates for your job are also the best candidates for the other jobs they have applied for. You have competition. So you have to go the extra mile to win the best candidates.

Most businesses will send job offers by email and/or post. A few companies will also make a phone call to verbally offer the job and follow up by email/post. This is better, however...

...you should consider meeting the candidate face-to-face to present the formal offer. This gives you an opportunity to assess their reaction, handle any last minute concerns they may have, and ask for a verbal commitment to take the job too.

By meeting them you also demonstrate how serious you are about them and how valuable you see them being in your company.

A great place to have this brief meeting is a quality coffee shop close to their home (Starbucks or similar) at a time convenient to them.

You might even consider having more than one offer letter in your briefcase to reflect two or three salary packages you'd be willing to offer. This enables you to have a conversation about salary at this meeting and present the offer letter you believe will secure you this candidate for your company.



## Appendix 1 - job specification and ideal candidate forms

<b>What's the job?</b>
Job title: .....
Job description overview – describe what will be done every day/week/month: ..... ..... ..... ..... .....
What are the results and outcomes expected from the job? Happy BBS clients - on time delivery - accurate emails and reports every time - lead generation activity ..... Customer liason by phone - research - website improvements - process improvements .....
What responsibilities does the job entail? ..... .....
What will the person be accountable for/to? ..... .....
What hours, time keeping, flexibility etc. are required for the job? ..... .....
What else needs to be considered as an important aspect of this job/role? ..... .....

**What does the ideal candidate look like?**

Ideal candidate: .....

What characteristics (character traits) best suit the job?

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.....  
.....  
.....

What experience will the ideal candidate have to perform this job brilliantly?

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What skills will the ideal candidate have to perform this job brilliantly?

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What knowledge will the ideal candidate have to perform this job brilliantly?

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.....

What attitude do you expect of the person doing the job?

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.....

## Appendix 2 – 5 popular Psychometric Tests

Psychometric testing is a highly effective tool used by organisations around the world in various recruitment, coaching and development scenarios. Psychometric tests (also commonly called profiles, inventories and assessments) usually involve individuals completing questionnaires to measure individual preferences, personality, and ability (e.g. verbal and numerical reasoning).

Here's a brief review of 5 popular Psychometric Tests:

**Myers Briggs Type Indicator (MBTI):** Launched in 1962, this old classic has been around for close to 50 years. Taking the test results in one of 16 types with titles like “ESTJ” and “INFP”. These refer to four polarities (such as extroversion / introversion and thinking / feeling). The test is used to assess preferences without easy links to strategies or role models, so really requires an expert to interpret the results and translate it into effective action.

**DISC profile:** Launched in 1928, this system is simpler, and more intuitive. DISC refers to the four behaviour types the test assesses: Dominance, Influence, Steadiness and Compliance. It is more focused at behaviours than preferences, but has the same Jungian roots as MBTI, and there are correlations to the two. Teams find DISC easier to grasp and explain back than MBTI.

**Strength Finder:** A more modern test created by Gallup and championed by Marcus Buckingham, Strength Finder focuses at your strengths rather than focusing on preferences or behaviours. The test identifies your top 5 strengths out of a possible 34. Accompanied with a relevant modern philosophy (focus on your strengths and you will be happier and more productive for it), this test is more prescriptive on proactive strategy than MBTI and DISC, but lacks an intuitive model that team members can transfer (few can remember all 34 strengths, let alone how they relate to each other). It also does not identify top weaknesses, in either individuals or teams.

**Wealth Dynamics & Talent Dynamics:** Wealth Dynamics has grown into a widely adopted profiling system for entrepreneurs and business owners around the world. The reason for its success is that it links both your strengths and weaknesses to your preferences, and then gives you clear role models and strategies to follow. It takes the very best of MBTI, DISC and Strength Finder, and delivers a system that is intuitive, relevant and easy to explain to others.

**Five-Factor Model (Big Five):** This last of the five is not an established test like the other four, but it is the acknowledged system by which the behavioural sciences industry and psychologists assess all psychometric tests. It identifies the five factors that make up our personality and that all tests seek to measure. These are: Openness (are you more curious or cautious?); Conscientiousness (are you more organised or careless?); Extraversion (are you more outgoing or reserved?); Agreeableness (are you more friendly or cold); and Neuroticism (are you more sensitive or secure?). Ensure the system you choose does a good job at measuring all five of these elements.

*[The above is modified from the Wealth Dynamics website]*



## Appendix 3 – Candidate Review Form

Name:

Address/location:

Psychometric profile match? Low – medium – high – perfect

Do you like them? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

Will they fit in? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

Picture of candidate here

**How well did they tackle the three jobs they were given to do?**

Task 1 – description:.....

Notes on how well they performed:

How well did they do? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

Task 2 – description:.....

Notes on how well they performed:

How well did they do? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

Task 3 – description:.....

Notes on how well they performed:

How well did they do? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

Overall how would you assess their ability to do the job brilliantly and fit into your team? 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 – 10

What's your decision? **Hire** or **Don't Hire**

### Appendix 4 – Interview questions worth considering

Below are some strong example interview questions. It pays to add additional questions you and your team believe will help you decide on whether a person is well-suited to the job or not. You might have specific technical questions or questions about specific situations the job will involve:

#### Questions you can ask:

1. What is it about the job and the company that appeals to you the most?
2. What is it you like best about our company and the way we do things?
3. What reservations do you have about the job or the company?
4. What do you like best about your current job? Why is it you like this the best?
5. What do you like least about your current job? Why is it you like this the least?
6. When I speak to your current (most recent) manager for a reference how would they describe your strengths? How would they describe your weaknesses?
7. Tell me about one aspect of your job you are most proud of? Why is this important to you?
8. Tell me about the person you most like working with in your current job? And why?
9. Tell me about the person you least like working with in your current job? And why?
10. Tell me about a situation where you disagreed with the decision of your boss on handling an important issue? What did you do? Why?
11. Tell me about a time you had more work than could be finished by the deadline?
12. Tell me about a problem that came up at work recently or a big problem that came up in the past?
13. Tell me what have been your biggest lessons learned over the last 12 months?
14. What is it about you, your history, and your experience that makes you so suitable for this job?
15. What do you think you'll enjoy the most and be most proud of?
16. What working hours, holidays and other benefits do you see as being ideal/important to you?
17. What are you currently earning doing your current job?
18. What level of salary/pay/benefits are you expecting if you are successful?
19. What other interviews and job offers are you looking just now?
20. How does this job and our company compare to the other opportunities you are looking at?
21. If you were offered this job how likely are you to say yes?