

# Interview guide: hiring on character

The same twelve questions for every candidate. Let them tell the whole story. Score within ten minutes of the interview.

## THE QUESTIONS, AND WHAT EACH ONE LISTENS FOR

| Question                                                                                    | Listening for                       |
|---------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Tell me about a guest or customer you still think about. What did you notice about them? | Specificity; attention to the guest |
| 2. Describe a shift that went wrong. What did you do in the first five minutes?             | Ownership; order of actions         |
| 3. When did you last fix something that was not your job?                                   | Standard held without being asked   |
| 4. Who taught you the most, and what did they show you rather than tell you?                | Can learn from correction           |
| 5. Tell me about a time you were corrected. What did you do with it?                        | Honesty about mistakes              |
| 6. What do you do in the first week at a new job that nobody asks you to do?                | Initiative; curiosity               |
| 7. Describe a colleague you covered for. Why?                                               | Protects colleagues                 |
| 8. What does a good day on shift look like to you, from the inside?                         | Fit with the work itself            |
| 9. Tell me about a time you said no to a guest. How did you say it?                         | Judgment; tone                      |
| 10. What have you noticed about this place since you walked in today?                       | Noticing, live                      |
| 11. What part of this work would you do even if it paid less?                               | The calling                         |
| 12. What should I have asked you that I did not?                                            | Self knowledge                      |

## SCORE (1 TO 3, WITH A ONE LINE REASON)

| Notices people | Takes ownership | Protects colleagues | Tells the truth about mistakes | Skill teachable in the time we have? (yes / no) |
|----------------|-----------------|---------------------|--------------------------------|-------------------------------------------------|
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## THE ONE THING THEY SAID THAT I WOULD REPEAT TO THE TEAM

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