b:side

The “What Are We Really Looking For?” Worksheet

Before you write a single interview question, start here.

Role:

_____

Start with the finish line.

What does success actually look like in this role? What results does this person need to consistently deliver?

1. _____

2. _____

3. _____

Now get underneath the results.

What behaviors make those results possible? Think about what your strongest performers do, not just what they accomplish.

Result	Critical Behaviors
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

Where does this role tend to get tricky?

What causes people to struggle — and what do your best people do differently?

Common Challenge	What Top Performers Do Instead
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

The person who thrives in this role…

What are they like? Think beyond skills and experience. What qualities, working style, or behaviors tend to make someone successful here?

INTERVIEW PLANNING

Not everything needs to be asked in an interview. Decide what you actually need to learn — and where you'll learn it best.

What can you confirm from the resume?

Skills, experience, credentials, career history, etc.

What do you need interview evidence for?

Behaviors, judgment, communication style, problem-solving, adaptability, etc.

What would be better evaluated through a work sample?

Give candidates a chance to show you what they can actually do.

One last gut check:

If you could learn only three things about a candidate, what would they be?

1.

2.

3.

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