



Store Manager (SM) and General Manager (GM) Interview Guide

Instructions: This interview guide is designed to be used as a two-step interview process. This guide ensures consistent, fair, and competency-based interviews across all candidates. The questions are designed to provide structure and options to help keep the interview focused and flowing. It is not necessary to ask every question listed; however, interviewers should aim to cover at least two (2) to three (3) questions from each competency area while keeping the conversation natural and engaging.

Use the questions as prompts to explore the candidate's experience, ask follow-up questions, and encourage detailed examples. The goal is a structured but conversational interview, not a scripted or robotic exchange.

Reviewing a candidate's resume and selecting relevant questions in advance can help you prepare and deliver a stronger, more effective interview experience.

All interviewers must rate candidate responses using the Interview Evaluation Summary. Each interviewer is required to fully complete the summary for every candidate, and all summary fields must be completed for the evaluation to be considered valid.

Each interview may last up to 45 minutes, but if within the first 10–15 minutes it becomes clear the candidate is not aligned with the role, it is appropriate to kindly conclude early. Always end professionally and positively, our goal is for every candidate to leave with a good impression, you may also opt to continue the interview but change your questions to consider the candidate for another level role.

Step 1: Initial Interview: Conducted by one interviewer using the questions in the Step 1 section. The interviewer must complete the Step 1 Interview Evaluation Summary located at the end of the Step 1 interview guide.

Step 2: In-Depth Interview/ Triangulated Final Interview: The second interview is a triangulated interview, requiring two (2) WhiteWater interviewers to participate in the interview at the same time. Interviewers may join virtually if needed. Triangulated interviews are used for Store Manager and above roles to ensure hiring decisions are based on multiple perspectives and structured evaluation, rather than individual judgment alone.

By involving more than one interviewer, triangulated interviews help:

- Improve the quality and consistency of hiring decisions;
- Further develops our interviewing skills as a team by leveraging a shared experience;
- Reduce the impact of personal bias or single-interviewer preference;
- Encourage structured discussion and evidence-based evaluation; and
- Ensure alignment among leaders before extending an offer.

How Triangulated Interviews Work

1. Two interviewers conduct the final interview. This may include a peer leader, regional leader, HR partner, or another qualified interviewer. The second interviewer does not need to be from the same location but cannot be in a subordinate role to the position being filled.
2. The primary interviewer is responsible for creating a shared interview document (Google Doc) using the interview guide.
 - a. Interview notes should be documented directly in the guide as responses to the questions asked during the first interview, along with any additional comments or observations.
 - b. The primary interviewer will invite the second interviewer to collaborate on the document.
3. Prior to the second interview, the primary and secondary interviewers should review the notes from the first interview and hold a brief discussion to align on their interview approach. This includes:
 - a. identifying which questions each interviewer will ask,





- b. determining areas that require deeper exploration, and
 - c. preparing follow-up questions based on feedback or responses from the first interview.
4. During the second interview, both interviewers may divide questions or ask collaboratively. Interview notes from the second interview should be added to the same shared document to maintain a single, complete record of the candidate evaluation.
5. After the interview is completed, each interviewer independently completes the Interview Evaluation Summary and participates in a brief alignment discussion to compare observations and determine whether the candidate meets the requirements of the role.
6. Once all interview notes and evaluation summaries are complete, the finalized interview guide must be uploaded to the candidate's profile in JazzHR (Candidate Documents tab).
 - a. This documentation must be uploaded regardless of whether the candidate is hired or not hired.
7. A joint hiring decision is reached before an offer is extended.

A Triangulated Interview Verification section at the end of this guide confirms that the process occurred and that interviewers aligned on the hiring decision.

Documentation Requirement

The completed interview guide must be uploaded to JazzHR (Candidate Documents tab) before HR can proceed with an offer. Missing or incomplete guides will delay or prevent offer approval.





Step 1: INITIAL INTERVIEW (~30 minutes)
(Screening + Cultural Fit + Foundational Leadership Behaviors)

Candidate Name:	Date:
Position Applied:	Interviewer/ Title:

Explaining the Role: Briefly explain the realities of the role so candidates clearly understand what the job requires. This includes schedule expectations (such as weekend availability), working outdoors in varying weather conditions, and the need to occasionally work additional hours if operational coverage is needed.

For exempt roles, explain that the position is salaried and responsible for overall site performance, which may require flexibility in hours to support the team and business when needed.

Selling WhiteWater: At the beginning of each interview, take 30–60 seconds to explain what makes WhiteWater a great place to work. This should be conversational and authentic, not scripted. Focus on our leadership culture, expectations, growth opportunities, and what candidates can expect working here.

1. Background & Experience

- Have you reviewed the job description and do you have any restrictions that would prevent you from performing the essential functions for the job?
- Walk me through your professional background and the roles most relevant to this position.
- What are your primary responsibilities in your current (or most recent) role?
- Why are you considering leaving your current company?
- What would you change about your current or previous role/company?
- What do you believe are the most important qualities of a successful leader?
- How would you describe your leadership style?
- Tell me about the most difficult employee relations situation you've handled.
 - o What happened?
 - o What was the outcome?
 - o What did you learn? (*"Tell me about a time you dealt with a difficult or upset employee" is consolidated here.*)

2. Passion & Motivation

- What interests you about WhiteWater, and what made you apply?
- What do you believe are the most important priorities for an SM or GM?
 - o How do you measure the success of your business?
- Tell me about a time you struggled to meet a company goal.
 - o What steps did you take to change the outcome?
- Tell me about a time you exceeded a customer's expectations.
 - o What actions did you take?
 - o How did you ensure their needs were met promptly?
 - o How did you maintain that level of service consistently?
- What do you believe is the single most important component of running a successful business?

3. Curiosity & Adaptability

- Tell me about a time you tried a new approach to achieve better results.
 - o What inspired you to try something different?
 - o What did you learn that you applied later?
- Describe a time when your team resisted a change.





- o How did you handle it?
 - o What did you learn?
- If you could master any skill or knowledge area to improve your leadership, what would it be and why?
- How do you decide what strategy to use when dealing with a difficult customer?

4. Caring & Team Culture

- Tell me about a time you recognized a team member for their achievements.
 - o How did you acknowledge them?
 - o What impact did it have on morale or performance?
- What steps do you take to build a culture of respect and support within your team?
- How do you encourage open communication so team members feel comfortable sharing ideas?

5. Closing Questions (Stage 1)

- What are your career goals?
- What questions do you have for us about the role or company?



Step 1 Interview Evaluation Summary

Competency Ratings (circle one)

Introductory	Basic	Capable	Proficient	Advanced	Competency <i>These competencies should correlate to the questions above</i>
1	2	3	4	5	Background and Experience
1	2	3	4	5	Cultural Fit
1	2	3	4	5	Cultural Leadership

CANDIDATE'S STRENGTHS	How will these strengths support what is required for the position?
CANDIDATE'S WEAKNESSES	How could these weaknesses be addressed? Would you consider this weakness a "deal breaker"?



Would you recommend hiring with this candidate? ☐ Yes ☐ No	

Additional comments:

UPLOAD to JazzHR upon completion





Step 2: IN-DEPTH INTERVIEW (~30-45 minutes)
(Competencies, Decision-Making, Accountability, Innovation)

Candidate Name:	Date:
Position Applied:	Interviewer/ Title:
Interviewer/ Title:	

1. Innovation & Problem Solving

- How do you create a motivational work environment for your employees?
- Describe a time you developed a creative solution to a problem.
- Tell me about a project or initiative where you went beyond your job description.
- What role do you think failure plays in innovation?
 - o Can you share a failure that led to a valuable lesson?
- Tell me about a suggestion you made that improved a process or operation.
 - o What was the result?
- Have you ever introduced a policy change to your team?
 - o How did you communicate it?
 - o How did you handle employees who disagreed?
- Tell me about a time you faced a problem that challenged fairness or ethics.
 - o How did you handle it?

2. Accountability & Ownership

- Describe a time you confronted unethical behavior from an employee.
 - o What challenges did you face?
 - o What was the outcome?
- Tell me about a poor decision you made or something that didn't turn out right.
 - o How did you react?
 - o How did you correct it?
- How do you hold yourself accountable as a leader?
- Share an experience where a lack of accountability impacted a project or team.
 - o What did you learn?
- Tell me about a time you had to address an employee who didn't meet expectations.
 - o What metrics or indicators do you use to assess accountability?
- What was your biggest mistake in hiring someone?
- What was your biggest success in hiring someone?

3. Business Performance & Operational Excellence

- Tell me about a time you improved the performance of your business.
- Walk me through how you evaluate the health of your business on a weekly and monthly basis.
- What operational levers do you believe have the greatest impact on profitability?
- Describe a time you had to quickly diagnose and correct a performance issue.

4. Job Fit & Expectations

- What are your salary expectations?
- If offered the position, when could you start?
- What is your shift availability?





Step 2 Interview Evaluation Summary

Competency Ratings *(circle one)*

Introductory	Basic	Capable	Proficient	Advanced	Competency <i>These competencies should correlate to the questions above</i>
1	2	3	4	5	Background and Experience
1	2	3	4	5	Passion & Motivation
1	2	3	4	5	Curiosity & Adaptability
1	2	3	4	5	Caring & Team Culture
1	2	3	4	5	Innovation & Problem Solving
1	2	3	4	5	Accountability & Ownership
1	2	3	4	5	Business Performance & Operational Excellence
1	2	3	4	5	Job Fit & Expectations



CANDIDATE'S STRENGTHS	How will these strengths support what is required for the position?
CANDIDATE'S WEAKNESSES	How could these weaknesses be addressed? Would you consider this weakness a "deal breaker"?
Would you recommend hiring with this candidate? ☐ Yes ☐ No	

Additional comments:

UPLOAD to JazzHR upon completion and ensure other interviewer also uploads





Triangulated Interview Verification

(Required for Store Manager, General Manager, and Above Roles)

For Store Manager, General Manager, and above positions, the final interview must be conducted using a triangulated interview approach. This means at least two WhiteWater interviewers participate in the final interview and jointly evaluate the candidate.

Triangulated interviews improve hiring decisions by incorporating multiple perspectives and reducing individual bias. Both interviewers must complete the Interview Evaluation Summary and participate in a brief alignment discussion before a final decision is made.

☐ This interview was conducted as part of a triangulated final interview *(minimum two WhiteWater interviewers participated)*

Primary Interviewer Name: _____

Signature: _____ Date: _____

Secondary Interviewer Name: _____

Signature: _____ Date: _____

- ☐ Post-interview alignment discussion completed
- ☐ Joint hiring decision reached prior to offer approval

No offer may be extended for SM, GM, or above roles without documented interviewer alignment.

