



Interview Guide

Area Director/ Operating Partner/ Market Partner

Instructions: This guide ensures consistent, fair, and competency-based interviews across all candidates. Select 2–4 questions per competency category, rate responses using the Interview Evaluation Scorecard Summary (1–5 scale). All interviewers are required to fully complete the Interview Evaluation Scorecard Summary for every candidate. All scorecard fields must be completed to be considered valid.

For Store Managers (SM) and above roles, a triangulated interview process is required to align with the Interview Excellence Partnership (IEP). This includes multiple interviewers assessing the candidate using the guide and submitting their scorecards.

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

Candidate Name:	Date of Interview:
Position Title & Store Number(s):	Interviewer Name:

Ice Breakers

- What's something most people wouldn't guess about you?
- If you could instantly become an expert in any skill, what would it be and why?

Background

1. What interests you about WhiteWater, or what prompted you to apply?
2. Please walk me through your professional background and share what's prompting you to explore a change from your current role or company.
3. Describe your experience overseeing multiple retail locations and share examples of how you've used your multi-unit leadership skills to meet the demands of your role?
4. What was the maximum number of stores, leaders, and employees you directly managed?
5. What key operational metrics were you accountable for (e.g., sales, labor, shrink, customer experience, compliance)?
6. Describe the retail environments you've worked in (high-volume, specialty, seasonal, multi-state, turnaround).





Interview Guide

Area Director/ Operating Partner/ Market Partner

Leadership & Problem Solving

1. How do you ensure consistent execution of brand standards across locations? What systems or routines support this?
2. Describe a time you raised performance expectations. What changed, and how did you sustain it?
3. How do you align store leaders to company goals and expectations?
4. How do you adapt your leadership style while maintaining consistency?
5. Describe a complex operational problem affecting multiple locations and how you resolved it.
6. Tell me about a time you missed or struggled to meet a goal. What actions did you take?
7. Share an example of trying a new approach to improve results. What did you learn?
8. Can you give me an example of a time your team was resistant to a change? What did you learn from that experience?
9. Describe a complex operational problem affecting multiple locations. How did you diagnose and resolve it?
10. How did you determine what could be handled at the site level versus what required escalation? Who did you involve, and why?
11. How do you determine when to step in versus coach a leader through a challenge?

Team Management, Development, and Performance Execution

1. How do you keep teams engaged and motivated?





Interview Guide

Area Director/ Operating Partner/ Market Partner

2. Describe a time you addressed an employee who did not meet expectations. What was the outcome?
3. How do you ensure follow-through after corrective conversations?
4. Tell me about someone you mentored who was promoted.
5. How do you identify high-potential leaders and readiness for the next level?
6. What is your approach to developing General Managers or Site Leaders?
7. How do you plan for succession across multiple locations?
8. How do you recognize strong performance in a meaningful way?
9. Describe a time you had to address unethical behavior.
10. How do you manage competing priorities across locations?

Accountability

1. How do you hold yourself and others accountable while maintaining morale?
2. Describe a time when accountability initially caused tension. How did you handle it, and what was the longer-term outcome?
3. Describe a time you had to exit or demote a leader. What led to that decision?
4. How do you handle repeated performance issues at a location?
5. What steps do you take when a leader resists feedback?

Financial Acumen & Performance Management

1. What financial metrics do you review most frequently across your area?





Interview Guide

Area Director/ Operating Partner/ Market Partner

2. What actions do you take when metrics are off target?
3. How do you manage labor efficiency while maintaining customer experience?
4. Describe a time you improved profitability across your area or region.
5. Tell me about a time the data pointed to a conclusion your leaders disagreed with. How did you handle that situation?
6. How do you hold leaders accountable for financial results and communicate expectations?

Interviewing, Recruiting & Talent Strategy

1. Tell me about your experience interviewing and hiring employees. What was your biggest mistake and your biggest success in hiring someone?
2. What roles are you most involved in hiring personally?
3. How do you ensure consistent hiring standards and practices across your assigned area/region?
4. What qualities do you look for in a General Manager or Store Manager?
5. How do you balance speed vs. quality in hiring?

Career Aspirations & Motivation

1. What excites you about leading at the area or regional level?
2. Where do you see yourself in the next 3–5 years?
3. What motivates you during challenging or high-pressure periods?





Interview Guide

Area Director/ Operating Partner/ Market Partner

4. What support or resources help you perform at your highest level?

Closing the Interview

1. What would your current team say is your biggest leadership strength—and your biggest growth area?
2. Is there anything we haven't discussed that you feel is important for us to know?
3. What questions do you have about this role or our organization?
4. What are your salary expectations?
5. If you were offered this position, when could you start work?





Interview Guide

Area Director/ Operating Partner/ Market Partner

Interview Evaluation Scorecard 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 & Experience
1	2	3	4	5	Leadership & Problem Solving
1	2	3	4	5	Team Management, Development, and Performance Execution
1	2	3	4	5	Accountability
1	2	3	4	5	Financial Acumen & Performance Management
1	2	3	4	5	Interviewing, Recruiting, & TS
1	2	3	4	5	Career Aspirations and Motivation

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

Additional comments:

.....

.....

.....





Interview Guide

Area Director/ Operating Partner/ Market Partner

Triangulated Interview Confirmation

(Required for SM, GM, and Above Roles)

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

Primary Interviewer Name: _____

Signature: _____ Date: _____

Secondary Interviewer Name: _____

Signature: _____ Date: _____

- ☐ Alignment discussion completed
- ☐ Joint hiring decision reached

Final Decision:

- ☐ Move Forward
- ☐ Pause – Additional Data Needed
- ☐ Do Not Proceed

