GM & SM INTERVIEW GUIDE

This interview guide is designed to assess candidates on five key behaviors: **Passion, Curiosity, Creativity, Care, and Accountability**. Managers should use the questions, and follow-up prompts to gain detailed insights into how candidates have demonstrated these behaviors in past experiences. After each question, managers can provide a rating based on the candidate's responses, using the following rating scale.

Candidate Name_____   Date_____

Interviewer_____   Position_____

BACKGROUND & RELATIONSHIP BUILDING QUESTIONS:

This section of our interview guide provides a set of conversational questions designed to facilitate an open and engaging dialogue with candidates. These questions aim to uncover personal experiences, values, and motivations, allowing interviewers to assess cultural fit and relevant skills. By starting with open-ended prompts, we create a comfortable atmosphere for candidates to express themselves authentically.

1. Tell me about yourself professionally. (Walk through background/resume if applicable.)

2. Get details on duties of current role or relevant prior roles.

3. Why do you want to leave your current role/ company?

4. What would you change about your previous/ current role/ company?

5. What do you feel are the most important qualities of a successful leader?

6. What is your leadership style?

7. Tell me about the most difficult employee relations situation you have had to deal with.

     - What was the outcome?

     - What did you learn?

PASSION

1. What interests you about WhiteWater? (Or) What made you apply to WhiteWater?

2. What do you think are the most important priorities for a SM/ GM?

   a. How do you measure the success of your business?

3. Tell me about a time when you struggled to meet a company goal.

   a. What steps did you take to change the outcome?

4. Tell me about a time when you demonstrated a sense of urgency to exceed a customer's expectations.

   a. What actions did you take?

   b. How did you ensure that you met the customer's needs promptly?

   c. What strategies did you use to maintain this level of service consistently?

5. Can you tell me about a time when you improved the performance of your business?

6. What do you believe is the main component needed to run a successful business?

PASSION

CURIOSITY

1. Give an example of a time when you tried a new approach to achieve better results.

   a. What inspired you to try something different?

   b. How did you learn from this experience that you could apply to future situations?

2. Can you give me an example of a time when your team was resistant to a change.

   a. What did you learn from that experience?

   b. Can you give me an example?

3. If you could master any skill or knowledge area, what would it be, and why? If you could master any skill or knowledge area, what would it be, and why?

4. How did you go about deciding what strategy to employ when dealing with a difficult customer?

INNOVATION

1. How do you create a motivational work environment for your employees.

2. Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.

3. What sorts of projects did you generate that required you to go beyond your job description?

4. What role do you think failure plays in the innovation process?

   a. Can you share an experience where a failure led to a valuable lesson?

5. Tell me about a suggestion you made to improve the way job processes/operations worked.

    a. What was the result?

6. Have you ever had to introduce a policy change to your work group?

    a. How did you handle the communication?

    b. How did you handle employees who were not in agreement?

7. Tell us about a specific time when you had to handle a tough problem which challenged fairness or your ethics.

CARING

1. Tell me about a time when you had to deal with a difficult or upset employee.

    a. What happened?

    b. How did you resolve the situation?

2. Tell me about a time when you recognized a team member for their achievements. How did you acknowledge their efforts, and what was the result?

    a. How do you ensure that recognition is meaningful and motivates others as well?

    b. What impact did this recognition have on the team's morale and performance?

3. What specific steps do you take to cultivate a culture of respect and support within your team or organization?

4. How do you encourage open communication so that team members feel comfortable sharing their ideas?

ACCOUNTABILITY

1. Describe a situation when you confronted unethical actions or behavior of an employee.

   a. What challenges did you face while addressing the issue, and how did you overcome them?

   b. What was the outcome?

2. Everyone has made some poor decisions or has done something that just did not turn out right. Tell us about a time this has happened to you.

   a. How did you react?

   b. How did you compensate?

   c. What was the outcome?

3. How do you hold yourself accountable as a leader?

4. Can you share an experience where a lack of accountability impacted a project or team?

   a. What did you learn from the experience?

5. Tell me about a time when you had to address an employee who did not meet expectations of a task or project.

   a. What metrics do you use to assess accountability within your team?

6. What was your biggest mistake in hiring someone?

7. What was your biggest success in hiring someone?

CLOSING THE INTERVIEW

1. What are your career goals?

2. What are your salary expectations?

3. If you were offered this position, when could you start work and what is you shift availability?

1. What questions can we answer for you regarding the role or the company?

INTERVIEW EVALUATION SUMMARY

Competency	Competency Ratings (Check One)				
	1	**2**	**3**	**4**	**5**
Background and Experience	☐	☐	☐	☐	☐
Job Fit	☐	☐	☐	☐	☐
Passion	☐	☐	☐	☐	☐
Curiosity	☐	☐	☐	☐	☐
Innovation	☐	☐	☐	☐	☐
Caring	☐	☐	☐	☐	☐
Accountability	☐	☐	☐	☐	☐

Scoring Key

1- Limited experience or unclear answers

2- Strong knowledge but lacks strong examples

3- Meets expectations with solid answers

4- Strong, detailed responses with relevant experience

5- Exceptional responses demonstrating expertise

Final Score Calculation

- **Step 1:** Add up all 7 ratings → **Total Score: _____**

- **Step 2:** Divide by 7 → **Final Average Score: _____**
  (*Example: If total = 28, then 28 ÷ 7 = 4.0*)

Candidate's Strengths	How will these strengths support what is required for the position?

Candidate's Areas of Opportunity	Would these weaknesses be a detriment to the candidate if selected for this role?
	Would you consider this weakness a "deal breaker"? [ ] Yes [ ] No

Would you recommend hiring this candidate?   [ ] Yes   [ ] No

Additional comments: