

Interview Preparation Guidelines

Job Opening:

Incumbent(s):

1. Tap your talent pool. Remember, people decisions (whom you choose to have on your team) are the most important decisions you make. Whom do I know that I want on my team (even if they're not right for THIS role)? **Make a list here of those folks (keep it broad).** Regularly reviewing your "all-star bench" helps you think creatively about them every time, and keeps the relationship fresh. If you don't have a list, just take 5 minutes and think, within your company/around you, who are the best people. Might they consider coming aboard?

Notes

2. Do I need to fill this job at all? What does the company's market look like in the next 6 months? Will there be downward pressure on hiring/costs? How will that affect the team? Can the team do our work without adding to payroll, even if I have the open req.? Would a re-org of whom I have now be a better solution? Ask *THE TEAM* what ideas they have in this area.

Notes

3. Review/Re-define the job. Start with the job description. Ask yourself what you would SEE and HEAR a person in this role DOING. **Use the form attached to give your team an opportunity for input.** After they've responded, give them the job description for comments. Ask peers and your boss for input about what the role should be, and what you might look for differently. **Whenever you can, focus on BEHAVIORS:** *What will this person DO?* A team member can NOT do "high energy" or, "friendly."

Notes

3. Review/Re-define the job. (cont.)

4. Review evaluations/performance reviews of incumbents/previous team members. What were they good at? What is the key attribute you will fall on your sword for? Ask peer managers for their reviews (they may say no).

Notes

5. Think about team fit. What work and communication styles do your team members have? Do you really need more of the same? A team with diverse styles is usually more effective. Where is the team weak (start with your own skills here)? If you've done behavioral profiles, review them.

Notes

6. Engage your HR professional. Make notes here about what guidance you're going to give him.

Notes

Don't forget the team input tool on the next page!

Team Job Opening Input Form

Our team has an opening. I'd like to have your input about filling the role. What will this person do? What do you look for in a team member? What guidance do you have for me? Is there anybody you think might be a great addition? *Please respond in the next 48 hours.* If you have more thoughts, attach them. Thanks.

1. Anybody you think would be great to have on the team? Be creative. I would love to hear **why** you think so.

2. What do you think are the most important things this person will DO? Try to focus here on behaviors, versus characteristics or qualities. In other words, should they be good at presenting on their feet in meetings (versus "outgoing", or "confident")? When you think about this role, answer the question, ***what will they do?***

3. What qualities do you think we need? What should we look for in qualities/characteristics? Is there someone on the team you want them to be most like? Someone you want them NOT to be like? (You don't have to answer that one.)
