

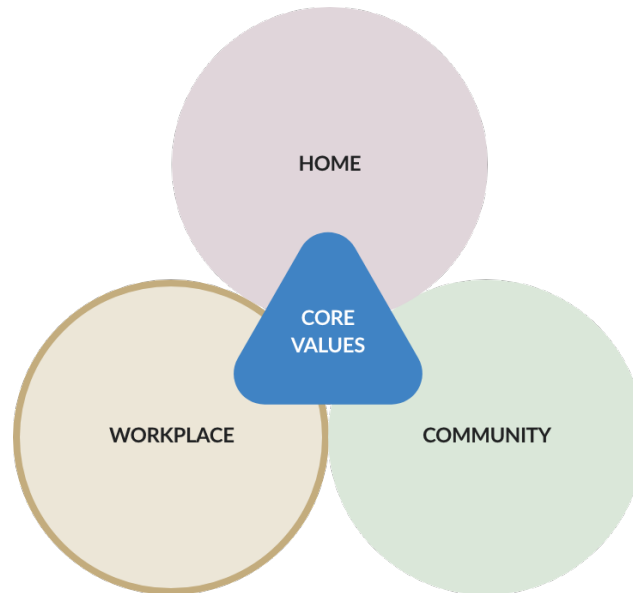
Interview Guide: Lead an Interview Using Your Core Values

How to leverage your Core Values
as you interview potential
employees and partners



RESTORED LEADER

The relationship model



Core Values:

Undeniable truths that help you make sense of self and the world.

Home:

These relationships are those you consider “family”.

Community:

They are your friends, neighbors and places of worship.

Workplace:

These relationships are with your professional colleagues and customers you serve.

LEARNING HOW TO ASK THE RIGHT QUESTIONS

A Guide to Lead an Interview With Your Core Values

This interview guide is designed to help you create questions to conduct a behavioral interview. A behavioral interview is designed to give you insight as to how the candidate is able to articulate what they know about themselves and their level of Emotional Intelligence (otherwise known as emotional quotient or EQ), working across teams and navigating challenges.

The premise of this guide is to further evaluate potential employees who qualify for the job on paper. You've already determined their skills match the competencies of the role. And in this next phase, you wish to explore how the potential new employee aligns with the key elements of your company.

Remember: during an interview, it is important to remain aware of the feelings and experience you have with the interviewee. This is a behavioral interview that is rooted in your company's Core Values.

Core Values are truths that help you make sense of yourself and the world. They should not be compromised. When you compromise your Core Values, you feel it – and others do too. When you compromise, you have let yourself and others down.

Keep the company's Core Values in mind and remember that your new hire's personal Core Values should align with your company's Core. They don't need to match, but they do need to align. **They cannot be in conflict with each other.** Hiring someone whose personal Core Values don't align with the company's Core Values may not seem like a big deal in the beginning. But over time, both the person you hired and the company will experience an erosion over time of continual compromise that doesn't honor the individual or the organization. It's paramount that you consider this carefully when assessing the addition of someone new to the team.

Note: Your personal interpretation of an interviewee may not correlate with whether they're a good fit for the company. You may like this person and get along great with them. This guide will help you discern your organization's non-negotiables versus your personal preference.

Questions For Culture, Character, Teamwork, and Partnership

As the one hosting the interview conversation, start by sharing each of your company's Core Values and their definitions. Emphasize how you work each day to embody and preserve the Core Values from being compromised.

Here is a series of questions you can ask following this explanation:

Q: Do you have Core Values? If not, what would one be?

Q: What are examples in your own life where these Core Values are embodied?

Q: Which of our Core Values resonate with you personally?

Q: Do you sense any conflict between your values and [your company's] Core Values?

Q: What is a good example of how you resolve conflict with a supervisor? A peer? An employee?

Job Competencies - Explores Excellence in Depth of Skills and Services You Provide

Below are example questions for a team supervision role.

Ask your interviewee to answer these questions according to the STAR format:

Situation or context

Task at hand

Action you took

Result of your actions

Q: What does leadership mean to you?

Q: What is an area of growth in your leadership?

Q: What is your supervision philosophy?

Q: How many people have you interviewed in your career? Hired? Fired?

Q: Share an example of your leadership failure. What did you learn?

Q: Share an example of your leadership success. What did you learn?

I hope this outline helps move you towards standardizing operations. Consider these questions and adjust them according to the role that you're interviewing for. Incorporate their core competencies and the company Core Values you are wanting them to embody.

After the Interview, Reflect.

Give yourself time to discern what's best for your organization. 12-24 hours after concluding your interview, take some time to journal thoughts in reflection of the candidate.

Reflect on the interviewee's responses to the questions regarding Core Values.

Q: Where do you sense alignment?

Q: Where do you sense conflict?

It's Time To Confidently Make a Decision

What's next?

Here are a few criteria to consider. Be as impartial and honest as possible. No one will see these answers. But remember: As the leader, it's up to you to make this decision.

- 1 What is your initial impression of the candidate?
- 2 What are reasons he or she is a good fit for your team?
- 3 What are concerns that this might be a bad fit?
- 4 Who on your team do you need to discuss this candidate's viability?
- 5 What is your final decision?

Next steps

An interview is an incredibly valuable tool to help you discern if this person is going to be a good addition to your team. It requires thoughtful preparation, presence during the conversation and

intentional reflection. The effort is worth it. You will make each hiring decision with confidence, knowing that you are aligned to your Core Values and the Core Values of your organization.

And if you need help processing your decisions, remember you can always book a 30-minute session for situation-specific advice.

[Talk to a coach](#)



ABOUT THE AUTHOR

Darren Ho empowers leaders to live without compromise by redeeming their Core Values.

He knows that all leaders face daily pressures from the world; leaving them feeling exhausted, frustrated, hesitant, and often like they're chasing after the wind. Darren founded The Restored Leader™ – a leadership coaching firm – in 2017 to help clients Redeem, Protect and Live™ their Core Values. As a result, leaders create authentic narratives, giving them confidence and joy in their leadership formation.

Originally from the Los Angeles area, Darren is a first generation American citizen. He and his wife and three children currently reside in Indianapolis, Indiana. Before that, the Ho family lived in Asia and Europe for 11 years and as a result, are passionate global citizens.

Darren earned his Bachelor of Science in Business from the University of Southern California. He received his Executive and Organisational Coach education from the International Executive Coaching and Leadership and is a Professional Certified Coach (PCC) of the International Coach Federation. He received his Master of Arts in Theology at Fuller Theological Seminary in 2023.

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