

# Interview Notes

Write what the candidate says, in their words, next to each question — not your impression of it. Rate each answer (1-5) only after the interview, against the written scale, and before the debrief.

|                       |  |
|-----------------------|--|
| <b>Candidate</b>      |  |
| <b>Position</b>       |  |
| <b>Interviewer</b>    |  |
| <b>Date and stage</b> |  |

## Questions and notes

| Competency and question                                                                                                    | Notes — what they said and did | Rating |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------|
| <b>Role-specific skills</b><br>Tell me about the most difficult [core task of the role] you have handled. What did you do? |                                |        |
| <b>Problem solving</b><br>Describe a decision you made with incomplete information. What did you assume?                   |                                |        |
| <b>Communication</b><br>Tell me about delivering bad news to a client or manager. What were your first two sentences?      |                                |        |
| <b>Teamwork</b><br>Describe a disagreement with a colleague that lasted more than a day. How did it end?                   |                                |        |
| <b>Adaptability</b><br>Tell me about a project that was cancelled or reprioritized mid-way. What did you do the next week? |                                |        |
| <b>Accountability</b><br>Describe a commitment you could not keep. When did you tell the people counting on it?            |                                |        |
| <b>Motivation</b><br>Why this role, and why now? What would make you leave it within a year?                               |                                |        |

1 no example · 2 generic example · 3 solid example (situation, actions, outcome) · 4 strong (plus trade-off and hindsight) · 5 exceptional (plus lasting impact)

## After the interview

|                                      |                                               |
|--------------------------------------|-----------------------------------------------|
| <b>Candidate's questions</b>         |                                               |
| <b>Key strengths (with evidence)</b> |                                               |
| <b>Concerns or gaps</b>              |                                               |
| <b>Overall rating (1-5)</b>          |                                               |
| <b>Recommendation and next step</b>  | Strong hire / Hire / No hire / Strong no hire |