

INTERVIEW QUESTIONS TO DETERMINE LEADERSHIP CAPACITY

Guiding Thoughts and Principles:

- Principle of Indirect Inquiry: Often the best results in interviewing are obtained when you ask a question without using the specific term you are asking about.
 - For example: Instead of asking about their leadership capacity, ask them instead about a time when the candidate was in a situation that required change or turnaround.
- Constructionist Principle: Our organizations and knowledge move in the direction of our conversations ... what are we most often asking about?
- Principle of Simultaneity: Questions are fateful. Change begins with the first question you ask.
- Knowledge Principle: Questions lead not only shared knowledge, but have the potential for knowledge generation.

Interview Questions for Assessing Leadership Capacity:

- Share one your successes? What did you do? How did you go about it? What were the results?
- Tell me about a time when you experienced a major failure?
 - How did you overcome it?
- Can you tell us a story of a time when you had to build a team?
 - How did you go about it? What obstacles did you surmount? What was the outcome?
- From your perspective, what is the relationship between listening and leadership?
 - When you go into a new organization, what process do you use to “discern” the vision?
- Some leadership experts have suggested that the role of the individual or “heroic” leader is becoming obsolete and that a team leadership approach can be more effective. Where do you land in this discussion? Which approach have you found to be most effective in reaching your individual and organizational goals?
- When you go into a new organization, how do you “read” the culture? (How do you determine) If the organizational culture needs to be reinvented/changed, (and) how would you go about it?