

The Retail Management Formula

Interview Guide

Elements of the Retail Leadership Profile		Description	Warning Signs	Sample Kickoff Questions (Each one requires follow-up questions!)
Personal Characteristics	Responsibility	Dependable, accountable, adaptable, learns from mistakes, maximum effort	Use of passive voice, deflects accountability, no awareness of mistakes or related lessons	<ul style="list-style-type: none"> • Tell me about a recent mistake you made and what you learned from it. • Tell me about a time you missed an important deadline and what you did about it. • Tell me about a time when a team you were on failed at an objective and why.
	Empathy	Reads body language, tact and diplomacy, desire to satisfy others, polite & friendly, collaborates well	Relates mostly to self, fails to properly anticipate impact on others, fails to smile and connect	<ul style="list-style-type: none"> • Tell me about a coworker with whom you did not get along and why. • Tell me about a recent time when collaboration led to a better result. • Tell me about a time when a customer was furious about a policy.
	Authenticity	Good substance behind statements, solid point of view, can admit mistakes, sincere humility	Talks in generalities instead of specifics, unable to commit to opinion, touts self above others	<ul style="list-style-type: none"> • Tell me about a time when you had to deliver bad news to your boss. • If you must choose between on time or fully complete work, which would you pick? • Tell me about a team you are on and the respective contributions of the members.
	Fortitude	Tenacity to fight through obstacles, bounces back from adversity, flexibility to adapt to changes	Overly sensitive to negative feedback or results, discouraged by failures, gives up easily	<ul style="list-style-type: none"> • Tell me about a time when you almost gave up on something but didn't. • Tell me about a challenge related to change on the job you have recently faced. • Tell me about a time when you received very negative feedback.
Skills	Communication	Verbal is clear & direct, gets to the point, strong listening ability, nonverbal is good, writes well	Rambles without making point, hard to understand, fails to answer the right question	Best assessed via answers to all other questions; this does not require dedicated questions in order to be evaluated.
	Organization	Manages time well, structures tasks and projects, plans effectively, controls minor details	Misses deadlines, forgets details or tasks, frequently runs out of time, doesn't identify sequential steps	<ul style="list-style-type: none"> • Tell me about the personal organization system you use to manage your time. • Describe for me the last big project that you had to plan out. • Tell me about a recent time when a project took you longer than you expected.
	Judgment	Makes solid decisions, accurately discerns character of others, tends to be in right place at the right time	Makes questionable decisions, misses key action points, fails to size up severity of issues	<ul style="list-style-type: none"> • Tell me about a time when somebody you counted on let you down. • Tell me about a recent difficult decision you had to make and how you did so. • Tell me about a recent crisis that emerged and what your role was in addressing it.
	Coaching	Delegates and follows up well, assesses performance accurately, teaches, gives quality feedback	Fails to provide enough direction or support, spends too little time observing, chides without teaching	<ul style="list-style-type: none"> • Tell me about a difficult skill you recently taught to somebody. • Describe a recent project you delegated and how you ensured success. • Tell me about a time you recognized a need to provide extra support to somebody.
Influencing Ability	Wisdom	Possesses relevant knowledge and wide range of experience, analyzes well, draws meaning from data	Fails to translate experiences to new situations, misses key points in data or analysis	<ul style="list-style-type: none"> • Describe for me how your experience makes you a good fit for this role. • Tell me about a recent business analysis you completed and what you learned. • Tell me about the key metrics that drive your current business and they interact.
	Focus	Prioritizes well, simplifies complex ideas, gets to the root of issues, facilitates discussions	Drifts among priorities, mixes concepts or messages, fails to understand root causes	<ul style="list-style-type: none"> • Describe a recent project that had many parts and how you simplified it. • Tell me about a complex problem that you were able to get to the heart of. • Tell me about a team you are on that meets regularly and your role in the meetings.
	Action Orientation	Takes the initiative, gets stuff done, makes decisions, sets an aggressive pace for others	Waits for others to act, slow to decide, requires certainty before moving ahead	<ul style="list-style-type: none"> • Tell me about a time when you had to act on less than 100% certainty. • Describe a time when you jumped to a decision without approval from the boss. • Tell me about a time when you set the pace for the rest of the team on a project.
	Vision	Thinks creatively, sees beyond the status quo, pushes for change, inspires to a compelling mission.	Is change resistant, fails to foresee likely consequences to actions, has trouble thinking out of the box	<ul style="list-style-type: none"> • Tell me about something that you completely redesigned for the business. • Describe a time when you inspired others to rally behind a mission. • Tell me about a vision you have for the future of your current business.
	Presence	Displays confidence, is noticeable, shows obvious energy, commands attention, takes charge	Appears reserved and quiet, takes a back seat to the action, blends into the background	<ul style="list-style-type: none"> • Describe a team you have recently worked on and your role on that team. • Tell me about a time when you took charge among a group of people. <p>Presence is also assessed well by general observation during the interview process</p>

