

# Hiring Revolution / RESOURCE

## A Guide to Disrupt Racism + Sexism

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### INTERVIEW QUESTIONS → A Past, Present, and Future Orientation

So you've taken some time to consider which engagement activities from your past have felt meaningful and which have not. As you begin to craft your questions for candidates who want to fill this role, consider structuring inquiries around the past, present, and future. For example:

**[Past]** Tell us a story about a time when you \_\_\_\_\_.

- *had to reach a goal following a major budget shortfall*
- *used evaluation to pivot strategy*
- *successfully managed a team toward a shared goal*
- *what else?*

**[Present]** Tell us about how you would approach \_\_\_\_\_; what would be important to you? What would be your order of operations? What do you imagine your success indicators would include?

- *balancing our current competing priorities*
- *rebuilding after the hits we took during COVID-19 and the subsequent economic fallout*
- *staying on top of relevant technological advances*
- *what else?*

**[Future]** As we consider our future as a company \_\_\_\_\_

- *how do you imagine you could uniquely contribute to our growth?*
- *what challenges do you think we should be preparing for now? And how would you go about preparing?*
- *how do you imagine expanding our reach, impact, and/or sales?*
- *what else?*

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Way too often we see interview questions that are grounded almost entirely in the *past*.

That results in *an obsession with prior experience*, which does not give your candidate room to share how they would imagine applying everything they have learned and done up to today.

**If interviews become a contest of who has a more impressive past, white people and men will win.**

Consider reviewing the questions submitted by you and your Hiring Helpers to **balance out past, present, and future orientation and truly get a sense of what differentiates your candidates, beyond what they've done prior to finding you.**

We also recommend **using your *Readiness + Value-Add Analysis* to create relevant, strategic, and meaningful interview questions.**

Imagine you're hiring for a sales job that involves sending someone to a lot of events to grow your list of potential customers. This is how you might use the analysis and the candidate's application materials to generate questions for the interview:

	Requirement	Interview Question
Traits	Can attend events with dozens of strangers and successfully meet five to ten people and leave with their contact information.	We expect our sales team to attend events. Usually these events are filled with potential customers who are at a peer level with our sales people. They are mostly white and male. Talk to us about how you would navigate the events and leave with the contact information of five to ten people.
Know-How	Has sold a product to a list of cold prospects before.	I see on your resumé you've sold to cold contact lists—great, that's what we're seeking. Do you have a way you like to do that? Are there questions you have about our expectations for how that happens?
Perspective	Has NOT worked in our industry and can bring sales ideas from other industries to help us innovate.	What are the sales tips and tricks you learned from your previous industry? Which of those do you want to try in ours, of course not knowing if we've tried them or not.