



Emerging Leaders Interview Scoring Guide

Applicant Name: _____

Initiative City: _____ Interviewer: _____

Interview Time and Date: _____

Business Name: _____

Business Address: _____

Business Phone: _____ Cell Phone: _____

Website: _____ Email: _____

Referred by, or heard about Emerging Leaders from?: _____

Applicant's Job Title in Company: _____

Is the applicant the 100% owner? YES____ NO____ (If no, ____% of ownership).

In Business Since: _____ # of Full-Time Employees: _____

Annual Revenue: _____ Industry: _____

SCORING GUIDE INSTRUCTIONS

This scoring guide is broken down into categories, each with four parts:

- 1 Purpose: This section lays out the purpose of this group of questions, as well as the characteristics you should consider as you score the candidate. An ideal candidate will have all, not just some, of these characteristics.
- 2 Questions: These sample questions have been utilized successfully in the past during the interview process. By no means should you ask every question and you may certainly include some additional questions of your own. We suggest using half of the questions per section. The document is editable so that you can adjust it to suit your needs.
- 3 Notes: This section includes room to record particular responses or impressions you have during the interview. It is useful to take notes in case interviewers disagree over a candidate.
- 4 Points: An example scoring rubric is provided, but the scoring or scale of each section can be adjusted. Scoring can occur by question or by section. After interviewing a candidate, be sure to score the candidate immediately.



Success and Leadership

Purpose

Some previous success: Look for those that have had some level of success in completing 2 or 3 goals (even if very small) for their business.

Leadership: Find those that see the importance of being a leader and working on strategic priorities and delegation. They should be able to articulate some sense of planning, even more short-term, for their businesses.

1 Describe a significant challenge your business has faced. How did you deal with it? What was the outcome?

2 Where do you see the business in 3 years (i.e. in terms of revenue, locations, employees, etc.)?

3 How do you currently use goals and planning for your business?

4 Describe what you do at the company. What do you spend most of your time on?

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____



Business Challenges

Want growth but have hit barriers: Those that have hit a hurdle and want to find a way to grow will put effort into their SGAP and will commit to implementation. The individual needs to be looking for real growth, not a quick fix.

Recognize need for help: Candidates who do not recognize a need for help are unlikely to stay in the initiative. Candidates that have exhausted their own resources and can communicate their needs are going to get the most out of the initiative.

1 What's your major blind spot or area in which you are least knowledgeable (finances, HR, sales & marketing, etc.)?:

2 What do you see as major internal factors that may impact your company's growth? (i.e. lawsuits, physical space challenges, union issues, employee actions, owner/partnership issues, diversification, liens):

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____



Commitment to Participate and Complete Initiative

Purpose

Commitment and Planning: Read their reaction to the commitment description you provide. Look for those people that understand the commitment and have already thought about ways to deal with it. Those that will fulfill their commitment will be the ones that grow. This is the most important characteristic. Those that aren't committed will compromise the initiative for everyone.

- 1 This is a time intensive initiative that will require 3-5 hours per week. Who will manage the business operations when you are in the initiative sessions, peer groups, or completing homework assignments? What delegation will you need to put in place?:

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____

Previous Investment in Personal Development

Eagerness to Learn: Those that have spent some other time in some sort of continuing education (even just workshops) show they are willing and excited to invest in themselves.

- 1 In the course of running your business you have had opportunities to learn outside of your business. Please give me an example of something that you learned, and how you implemented that change in your business?

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____



Contribution to the Class

Purpose

Likes to help others: In the group dynamic, it is very important to have people who enjoy problem solving with others, otherwise the group will be a quiet and stagnant one. Having chemistry with the cohort is a crucial part of small business owners enjoying the class.

- 1 ~~Please provide examples of when you have collaborated with other businesses/business owners.:~~

- 2 List the top 3 attributes/skills you will contribute to the initiative.:

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____

Purpose

Publicity Tolerance: Ideally, participants will be willing to share their experiences with future potential participants and with media outlets looking to do stories on the initiative or small business.

- 1 Participants in this initiative will be receiving media attention at various times from the kick-off to graduation. How do you feel about sharing your participation, your business story, or your business success with us (website, social media) and the media?:

1 pt – Does not meet expectations

2 pts – Meets some expectations

3 pts – Meets all expectations

4 pts – Exceeds expectations

Points Awarded: _____



Interview Intangibles

Purpose

There are some traits that are important to consider, but harder to identify through specific question. The following traits are still worth scoring at the end of an interview and your team can decide what weight they deserve.

Preparedness: Those that remember the interview, are prepared with questions, and are eager to learn more, will also most likely come prepared to class each session.

Dedication & Enthusiasm: Listen for individual enthusiasm, passion and energy. They should have a positive outlook and be dedicated to their businesses.

Fit for our long-term goals: There might be great individuals who aren't the best fit for the mission and intended impact.

Notes: _____

1 pt – Does not meet expectations	2 pts – Meets <u>some</u> expectations
3 pts – Meets <u>all</u> expectations	4 pts – Exceeds expectations
Points Awarded: _____	

SCORING

Company Operations

Success and Leadership

Business Challenges

Commitment to Participate and Complete Initiative

Previous Investment in Personal Development

Contribution to Class

Publicity Media Tolerance

Interview Intangibles

TOTAL POINTS POSSIBLE

TOTAL POINTS AWARDED
