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The Best Interviewing Process for Any Hiring Manager:

A Practical Guide & Workbook

The Lee Group Breaks Down the Process to Get the Most Out of Interviews with Job Candidates.



Why Interviewing Matters

Hiring shouldn't feel like a gamble.

This guide gives any hiring manager the tools to run interviews that reveal who a candidate really is, not just what they rehearsed.

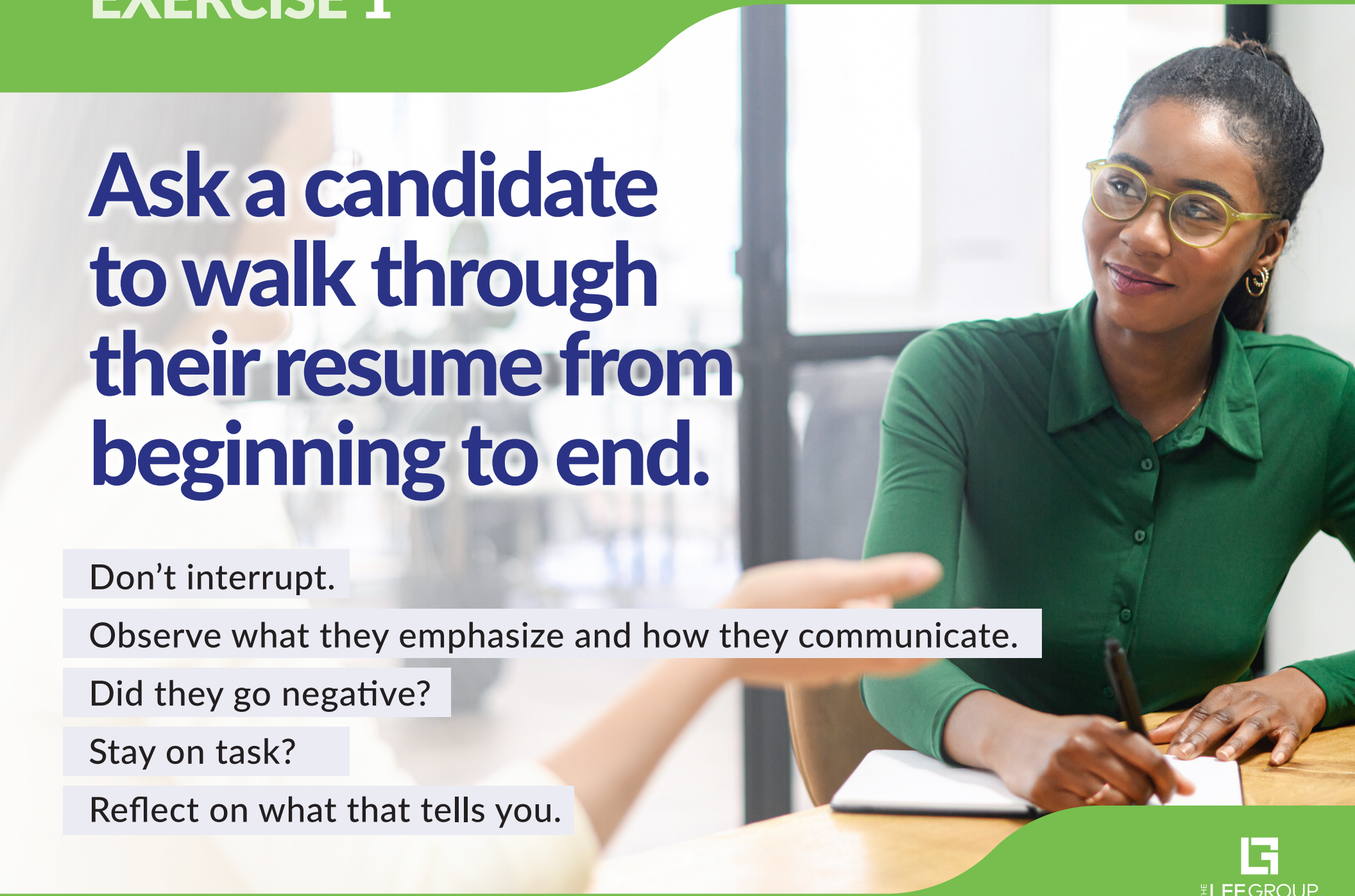
For small businesses without HR departments, hiring the right person can make or break your team. And the interview can be what makes or breaks your decision.

This guide (complete with exercises and worksheets to put to use in real life) outlines how to best combine traditional interview strategies with experiential approaches to help you get to the heart of whether a candidate will truly thrive at your organization.

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Traditional	VS	Experiential Interviewing
Focused on resume and credentials		Focused on behavior and real actions
Rewards polished answers		Rewards honesty and creativity
Tells you what they *want* you to hear		Shows you who they *really* are
Easy to fake		Hard to fake

EXERCISE 1



Ask a candidate to walk through their resume from beginning to end.

Don’t interrupt.

Observe what they emphasize and how they communicate.

Did they go negative?

Stay on task?

Reflect on what that tells you.

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Break Your Bad Interviewing Habits:

Even experienced managers fall into interview traps.

HERE'S HOW TO BREAK THE CYCLE.



BAD HABIT #1: Talking more than the candidate
Listen more. Use your two ears more than your one mouth.

BAD HABIT #2: Asking Yes/No Questions
Use open-ended questions to spark real conversation.

BAD HABIT #3: Avoiding Uncomfortable Questions
Don't be afraid to ask tough, important questions respectfully.

BAD HABIT #4: Lack of Preparation
Have a structure, but stay open to discovery.

BAD HABIT #5: Assuming Applicants Truly Want the Job
Dig deeper. Just because someone applied doesn't mean they want the job.

COMMON INTERVIEWING PITFALLS

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The Essential Interview Questions

START STRONG:

4 Questions That Cut Through the Fluff

(so ask them every time)



1. Why are you looking for a job?
2. What are you ideally looking for?
3. Where do you see yourself in a year? Five years?
4. What do you do outside of work? How do you refuel?

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EXERCISE 2

Write down your organization's core values.

How can you design questions

that evaluate alignment with those values?



Design Your Scorecard

If it counts, count it.



Why Use a Scorecard?

- Brings objectivity to committee-based hiring
- Aligns everyone on what matters most

Sample Categories:

- Appearance & Professionalism
- Personality/Culture Fit
- Core Values Alignment
- Technical Competencies (Job-Specific & General)
- Relevant Experience or Credentials

EXERCISE 3

Draft your own scorecard based on these categories.

Customize what "fit" means for your organization.

- APPEARANCE & PROFESSIONALISM
- PERSONALITY/ CULTURE FIT
- CORE VALUES ALIGNMENT
- TECHNICAL COMPETENCIES (JOB-SPECIFIC & GENERAL)
- RELEVANT EXPERIENCE OR CREDENTIALS

The Lee Group's SECRET SAUCE



At The Lee Group, we believe every hire is a two-way decision. Whether it's an executive or a forklift driver, we're looking for people who are the right fit—for our clients and for the teams they'll join.

We ask the hard questions. We dig into mindset, not just resumes. And we never forget that the people we place affect everything—from productivity to culture.

We believe the interview process should:

- *Reflect how much you care about your team*
- *Help uncover what makes people tick*
- *Balance skill with character*

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EXERCISE 4



What would it look like to build a team with complementary personalities?

List the strengths you already have and the ones you're missing.

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Still Have Questions?



You don't have to do this alone.

If something here sparked an idea or a question, reach out. You don't have to pay us to talk. We love helping businesses build stronger teams.

Contact The Lee Group

theleegroup.com

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INTERVIEWING EXERCISES



EXERCISE 1

Ask a candidate to walk through their resume from beginning to end. Don't interrupt. Observe what they emphasize and how they communicate. Did they go negative? Stay on task? Reflect on what that tells you.



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Write down your organization's core values. How can you design questions that evaluate alignment with those values?



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Draft your own scorecard based on these categories. Customize what "fit" means for your organization.

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EXERCISE 4

What would it look like to build a team with complementary personalities? List the strengths you already have and the ones you're missing.

SAMPLE SCORECARD

Name:
Position Applied For:
INTERVIEWEE:

SCORE	1	2	3	4	5	6	7	8	9	10
Appearance & Professionalism										
Personality/Culture Fit										
Core Values Alignment										
Technical Competencies *(Job-Specific & General)*										
Relevant Experience or Credentials										

SAMPLE OPEN ENDED INTERVIEW QUESTIONS

Career Story & Motivation

1. Can you walk me through your career journey so far and what led you to this point?
2. What attracted you to this role and our company in particular?
3. Why are you looking for a new opportunity right now?
4. What are you ideally looking for in your next position?

Work Style & Problem-Solving

1. Can you describe a time when you had to learn something quickly on the job? How did you approach it?
2. Tell me about a project you're especially proud of—what was your role, and what was the outcome?
3. What does your ideal workday look like, from start to finish?
4. How do you stay organized and prioritize tasks when everything feels urgent?

SAMPLE OPEN ENDED INTERVIEW QUESTIONS

Team & Collaboration

1. Tell me about a time you worked on a team where not everyone got along. How did you handle it?

2. How would your previous coworkers or teammates describe your communication style?

3. When you're collaborating, what do you need from your team to do your best work?

4. What kind of leadership helps you thrive, and what kind doesn't work for you?

Self-Awareness & Growth

1. Tell me about a piece of feedback you received that changed how you work.

2. What's something you've struggled with professionally, and how have you worked through it?

3. What are you working on improving about yourself right now—professionally or personally?

SAMPLE OPEN ENDED INTERVIEW QUESTIONS

Values & Culture Fit

1. What kind of work environment brings out your best—and what drains you?

2. What do you look for in a company culture?

3. Tell me about a time you had to make a difficult decision at work. What was your thought process?

Future & Fit

1. Where do you see yourself a year from now? Five years?

2. What would success in this role look like to you after six months?