

HIRE BETTER, FASTER — SESSION 7

Interviews, Group Interviews and Interview Questions

This workbook has every script, form, and question you need for a group interview night. You don't need to remember it, you just need to follow it in order.

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You are not trying to find someone who interviews well. You are trying to find someone who does the job well. Those are two very different things.

— Business Maximiser Coaching

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GROUP VS ONE ON ONE

When Each Format Works Best

Group Interview — Use When

- Hiring for customer-facing, or entry-level roles
- Culture and attitude matter as much as technical skill
- You need to assess multiple candidates quickly
- You want candidates to de-select themselves before you have to
- You have at least 20 applicants and a two-hour window

One-on-One — Use When

- Hiring for a specialist, senior, or management role
- The role requires confidential skills assessment
- Only a small number of candidates are suitable
- The candidate pool is too small for a group format
- A structured scorecard process is already in place

1 The 16-Step Group Interview Process OR 13 -Step One on One Interview Process

#	Action	Key Detail
1	Write the position description	From Session 3 — your performance contract for the role.
2	Complete the Reverse DISC profile	From Session 4 — defines the behavioural fit the job needs.
3	Write the job advert	From Session 6 — an enticing marketing piece, not a list of duties.
4	Decide: phone-in or CV submission	See the decision box below. Both work — pick the one that suits your volume and role.
5	Set the venue, date and time	A 2-hour after-hours slot works best — a 5:15pm or 5:30pm start lets currently-employed candidates attend.
6	Advertise the position	Seek, Indeed, local paper, or referral network. Reuse the headings from your job advert.
7	Wait for responses	Give it about 3 days if using CVs, or set a clear phone-in window.
8	Contact successful applicants	Phone or email to invite them to the group interview. Scripts below.
9	Prepare the application form	See Section 5 — printed and handed out on the night.
10	Day-before prep	See the checklist below — forms, pens, name tags, attendee list, refreshments.
11	The group interview night	No-shows and lateness are the first de-selection. Poor presentation is the second.
12	Run the interview format	See the Agenda template in Section 4.
13	Pick no more than 3 favourites	Interview each one-on-one that day or the next — no more than 30 minutes, they already know the role.
14	Run the final interview	Dig deeper. Reference checks, DISC, skills or typing tests as relevant. This is where the rubber meets the road.
15	Notify unsuccessful applicants	Script below — kind, brief, and honest.
16	Notify the successful applicant	Arrange a time to cover remuneration and the contractual details.

2 Step 4 — Phone-In or CV Submission?

If You Choose Phone-In	If You Choose CV Submission
▶ Use an answering machine, message bank, or voicemail — this keeps you out of the interview seat and away from questions about pay, hours, and conditions ▶ Ask 3 short questions and have them leave their name and number ▶ Use a process of elimination, not selection — the questions are there to get them talking ▶ Test your system first — make sure it doesn't run out of recording time	▶ Let resumes pile up for about 3 days ▶ Once you have 10 to 20 or more, eliminate the obvious no's — poor English, clearly inexperienced ▶ Don't over-cull beyond that — resumes rarely show the real person, and candidates de-select themselves anyway ▶ Aim for at least 10 people booked into the group session

3 Step 8 — Inviting Applicants**Phone Invite Script**

Good morning/afternoon [name], this is [your name] from [business], you applied for a position with us.

[Name], I was calling to invite you to join us in our interview process. As you might realise, we do things a little differently here. Would you be available next [day] night at [venue] from 5:30 pm till 7.00pm?

If NO: unfortunately that's the only time we can do this first stage, so unless you can find a way to make it, we'll have to say thanks for applying and leave it there.

If YES: great, have you got a pen handy so I can give you the details?

4 Step 10 — Day-Before Checklist

- ☐ Print enough application forms
- ☐ Check you have enough pens
- ☐ Bring clipboards if you don't have tables
- ☐ Print an alphabetical attendee list to tick names off on arrival
- ☐ Have something to drink on offer
- ☐ Check the toilets are available and clean

5 Step 12 — The Interview Night Agenda

Read this to the group as you welcome them — it sets the tone for the whole evening.

Good evening, and welcome!

Firstly, well done — we had an amazing response to the advert, so we've only invited a few of you to this information session.

We recognise that both your time and ours is valuable, and it's the best way to give everyone a fair go.

As you've probably noticed, we do things a little differently here, because we believe:

- ▶ Working every day should be fun
- ▶ You should love heading to work
- ▶ You should work as hard on creating a better you as you do on your job
- ▶ You should enjoy being part of the team — if the team wins, we all win
- ▶ You'll be empowered and responsible for making your part of the business work

We want someone who wants to be part of the team as much as we want them to have the job.

The Programme for the Night

Time	Programme
	Greet and welcome — check everyone listed is in attendance
	Introduce our vision and culture, and where the business is going
	Introduce the owners and have them tell the group a little about the business
	Team members share their own experience — previous jobs vs. here — about 5 minutes each
	Explain the position, responsibilities, and expectations
	Questions from the group
	Complete the application form
	Coffee / refreshments
	Brief one-on-one interviews (3 minutes each)
	Invite 2 or 3 people back for the final interview
	Decision made by: _____

If at any stage a candidate feels this isn't for them, that's fine — they're welcome to leave at any point.

6 Step 9 — Your Application to Join the Team

Print this page and hand it to every candidate on the night.

Your Name	
Your Address	
Your Phone Number	

What did you hear this evening that touched you?

What have you done in the past that you believe could add value here?

What one hurdle have you had to overcome in your life that shows you're a 'stayer'?

What is it about the position we described that appeals to you?

Is there anything else we should know?

How much money would you expect to earn in this position? \$

STOP — Wait until this question is mentioned before you answer it. After everything you've seen and heard tonight, do you want to go further in this interview process? Yes / No

7 Brief One-on-One Questions (3 Minutes)

Keep it short — you're running a final interview in a day or two anyway.

1. Give us your brief 1-minute story on how you ended up here tonight
2. What are you really good at professionally, and enjoy doing?
3. What aren't you good at professionally? (You may need to dig a little here.)

8 Notify Unsuccessful Applicants (next day)

Thanks for applying for our position, and thanks for coming along last night, it was a little different, wasn't it?

We all really enjoyed the evening and I'd like to wish you all the best in your future job hunting. We just felt the position wasn't exactly right for you."

Although we do feel you have a lot of strong attributes, and we're sure you'll find something very soon that's better suited to you. Thanks, and all the best for the future.

9 Final Interview Questions (1:1 a few days after the group interview)

This is where the rubber meets the road. Dig deeper, and let them know you'll be checking references.

1. What are your career goals? Listen for goals and passions — talented people know what they want and aren't afraid to share it.
2. What are you really good at professionally? Push to get 8 to 12 positives, and ask for examples.
3. What are you not good at, or not interested in doing professionally? Push past the standard answer for a real weakness or area of development.
4. Who were your last 5 bosses, and how would each rate your performance from 1 to 10 if we spoke with them? What makes you say that?

The Final Interview — Advanced Question Techniques

- **Behavioural questions — past behaviour predicts future behaviour**
- Tell me about a time you dealt with a difficult customer. What did you do and what was the outcome?
- Describe a situation where you made a mistake at work. How did you handle it?
- **Situational questions — what would you do if...**
- If a client complained that a job had been done incorrectly, what would be your first steps?
- If you arrived on site and realised the materials were wrong, how would you manage the day?
- **The key question — reveals ownership, commercial awareness, and process thinking**
- What would be your first three actions in this role in your first week?

10 Extended Question Bank

Select only a few of these. Ask every candidate the same questions, and take notes so you can compare afterwards.

Question	What It Reveals
Tell me about your greatest achievement at work.	Shows what the person values and what they consider an achievement.
Describe the work environment you'd most effectively contribute in.	Reveals cultural fit — whether your environment matches their needs.
What prompted you to apply? What interested you most about this role?	Shows what motivates them and what they find important.
Why are you leaving your current employer?	Reveals their values, outlook, and what prompted the job search.
What three attributes or skills would you bring to our business?	Shows what they consider their strongest skills, and how they view the role.
What would you do first if you were hired for this role?	Shows their understanding of the job and how they approach a new situation.
How would your coworkers describe working with you?	Past practice predicts future results — shows how they think they're perceived.
How would your current boss describe your work and contribution?	Shows how they interact with authority and accept feedback.

A Few More to Have Ready:

- ▶ What things do you not like to do?
- ▶ Why should we hire you?
- ▶ When I ask your last supervisor which area of your work needs the most improvement, what will I learn?
- ▶ Describe the best boss you've ever reported to.
- ▶ Tell me about what motivates you.
- ▶ What frustrates you?
- ▶ Where do you see yourself in three to five years?

Key Takeaway

A group interview lets the room de-select for you. No-shows, lateness, and poor presentation do half your filtering before you've asked a single question. Trust the process, ask the same questions of everyone, and make your final decision on the one-on-one.

Next Session: Reference Checks. Bring your top 2 or 3 candidates from the final interview.

The Scorecard — Making Every Assessment Consistent and Defensible

Criterion	1 — Poor	2 — Below Expectations	3 — Meets Expectations	4 — Exceeds
Technical Skills	No evidence	Partial skills	Skills demonstrated	Strong evidence + extra
Communication	Unclear, struggles	Basic only	Clear and articulate	Excellent, confident
Problem Solving	Could not answer	Vague response	Logical approach	Creative + structured
Cultural Alignment	No fit evident	Some alignment	Clear alignment	Strongly aligned
Attitude and Drive	Passive, flat	Limited energy	Engaged and keen	Highly motivated

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WORKSHOP ACTIVITY

Build Your Interview Scorecard

Using the position description accountabilities from Session 3:

1. Select 4 to 6 criteria that matter most for this role
2. Write a brief descriptor for each score level (1 to 4)
3. Identify which behavioural or situational question tests each criterion
4. Pairs: role-play two questions using the scorecard to assess the answers
5. Compare scores — where did you agree? Where did you differ?

25 minutes

KEY TAKEAWAY

A structured interview with a scorecard removes the emotion from the decision and gives you a defensible basis for who you hire and who you do not. Use it every time.

NEXT SESSION

Session 8 — Reference Checks

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