# Behavioral Interview Guide

MRM

# THE MANAGER'S ROLE IN THE INTERVIEW PROCESS

Selecting the right talent is paramount for ensuring our agency is equipped to meet the needs of our clients, both now and in the future. Working with your Talent Acquisition partner/HR Generalist, use this guide to conduct a structured interview for open roles with any potential candidates, internal or external.

When interviewing perspective candidates, whether internal or external, it is important to base our assessments on consistent competencies.

Working with your Talent Acquisition and HR partners, it is your job as a hiring manager/team to reach a consensus on which candidate most meets the qualifications of the role. This occurs through a 3-step process:

## 1  PLAN

- Define talent need and sourcing strategy
- Identify interview team and assign skills to probe
- Make efforts to remove unconscious bias from the interview process

## 2  ASSESS

- Source candidates and review profiles/résumés
- Select candidates to interview
- Interview and assess candidates on assigned skills

## 3  SELECT & CLOSE

- Debrief interview team
- Select candidate, conduct reference checks, and present offer
- Onboard to new team

# McCann Worldgroup B-I-G Values

These are our McCann Worldgroup values representing
**Bravery, Integrity and Generosity (B-I-G).**

Each of the three Big Values has three corresponding behavior statements which further define them. Collectively, this model is our standard for how we relate to each other and deliver truly exceptional work.
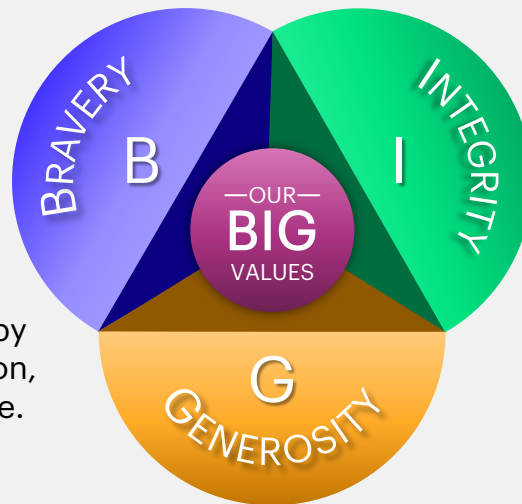
**LEAD:**
Set the bar high, offer bold ideas, and solve problems.

**LEARN:**
Persistently discover and experiment.

**LEAN IN:**
Practice conscious inclusion by fostering a sense of connection, belonging and shared purpose.

**RESPECT:**
Work ethically, transparently and inclusivity.

**RELATIONSHIPS:**
Speak and listen with honesty and empathy.

**RESULTS:**
Deliver on commitments.

BRAVERY — B
INTEGRITY — I
—OUR— BIG VALUES
G — GENEROSITY

**CLARIFY:** Seek and provide clear direction.

**COACH:** Teach others what you know.

**CO-CREATE:** Work together — share and embrace expertise within and across agencies.

These are our four Career Milestones. Each represents a major step up to the next level in one's career.

**The interview questions on the following pages are divided by our BIG Values and organized by the Career Milestones. Please work with your TA/HR partner to select the questions you will ask.**

- Sets the overarching strategic vision for a global client and leads group to success.

  **Executive**

- Sets and executes a vision for growing clients' business, increasing new business, and developing internal capability.
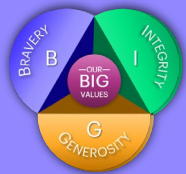
  **Leader**

- Leads a team to deliver results based on a set strategy and/or manages multiple concurrent work streams.

  **Manager**

- Delivers project work with varying amounts of preset planning and supervision.

  **Contributor**

## LEAD: Set the bar high, offer bold ideas and solve problems.

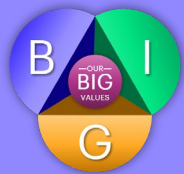| Milestone | Interview Questions | Follow-Ups |
|---|---|---|
| **Contributor** | Please share an example of when you successfully made a decision and/or acted without having the total picture of the situation. | • What was the situation?<br>• Which additional information would it have been nice to have before making the decision?<br>• What decision did you make and/or action did you take?<br>• Why did you need to decide or take action at that time?<br>• What was the outcome? |
| **Contributor** | Tell me about the most significant project or assignment you successfully completed, even though it was very difficult to do so. | • What was the project?<br>• What difficulties did you encounter?<br>• How did you overcome them?<br>• What was the outcome?<br>• What would you have done differently? |
| **Contributor** | Please share with me a time when you were most creative in solving a complex problem. | • What was the situation?<br>• Is there a method you use for solving problems?<br>• How did creativity help in your solution?<br>• What was the outcome of your solution?<br>• What would you have done differently? |
| **Contributor** | Describe a time when you went above and beyond what would normally be expected of you in your role. | • What were the circumstances?<br>• What was the outcome? |
| **Manager** | Tell me about a time when you communicated a future vision or purpose to a skeptical audience. | • What was the situation?<br>• What issues were the audience skeptical about?<br>• How did you respond?<br>• What was the outcome? |
| **Manager** | Please share an example of an important yet challenging work decision you correctly made. | • What was the situation?<br>• What were the challenges?<br>• What information did you use to make the decision?<br>• What decision did you make?<br>• What was the outcome? |
| **Manager** | Please share with me an experience where you redefined and improved a process/system to get something done. | • What was the situation?<br>• What was the problem with the existing process/system?<br>• How did you improve the process?<br>• What were the benefits/savings you realized with the new process?<br>• What was the outcome?<br>• What would you have done differently? |
| **Manager** | Think of a time where you moved people forward into a new way of working or thinking. | • Why was the new way necessary?<br>• What barriers did you encounter?<br>• What did you do to convince others that the new way was important?<br>• What did you do? |
| **Manager** | Tell me about a time when an assignment or project you were involved with had the objectives changed midstream. | • What was the situation?<br>• Why were the objectives changed?<br>• How did you go about meeting the new objectives?<br>• What was the outcome? |
| **Manager** | Please describe the most visible or important project or event you ever planned. | • What was the event or project?<br>• What made it important and/or visible?<br>• What actions did you take to manage the project successfully?<br>• What was the result? |

## LEAN IN: PRACTICE CONSCIOUS INCLUSION BY FOSTERING A SENSE OF CONNECTION, BELONGING AND SHARED PURPOSE.

| Milestone | Interview Questions | Follow-Ups |
|---|---|---|
| **Contributor** | Tell me about a time when you communicated possibilities and remained optimistic in the face of a challenging situation. | • What was the challenging situation?<br>• What possibilities did you communicate?<br>• What about the situation led you to be optimistic?<br>• What was the outcome? |
| **Contributor** | Tell me about a time when you made an important decision that turned out to be correct, even though some others disagreed. | • What was the situation?<br>• What were some of the disagreements of others?<br>• What decision did you make?<br>• Why did you make the decision that you did?<br>• What was the result? |
| **Contributor** | Please share an example of a unique and/or innovative idea that you suggested. | • What was the idea?<br>• How was it creative and/or innovative?<br>• Was the idea implemented? Why or why not?<br>• If implemented, what was the result? |
| **Contributor** | Please share an experience where you brought an original and creative idea to a group, and the idea was implemented. | • What was the situation?<br>• What was your creative idea?<br>• How was your idea implemented?<br>• What was the result? |
| **Contributor** | Describe a situation in which you used your knowledge of your competitors and common tactics in the marketplace to achieve success. | • What was the situation?<br>• What relevant knowledge did you use regarding your competitors and common tactics in the marketplace?<br>• What action did you take?<br>• What was the outcome? |
| **Manager** | Tell me about a time that you convinced others to move toward a future goal. | • What was going on at the time?<br>• How did you manage resistance?<br>• How did you convince them that change was necessary?<br>• What was the result? |
| **Manager** | Describe a situation in which you had to deal with a large-scale change. | • What was the situation?<br>• How did you go about making the change?<br>• How did you include others in making the change?<br>• What were the difficulties of the change?<br>• How did you implement the change?<br>• What was the outcome? |
| **Manager** | Tell me about a development plan you have currently for yourself, or one you have designed in the past. | • What was the impetus to create one?<br>• Did you use a specific tool/format?<br>• What were some of the behaviors you needed to develop?<br>• How did you develop these behaviors?<br>• What was the outcome? |
| **Leader** | What stands out as the most challenging assignment or project that you successfully accomplished. | • What was the assignment or project?<br>• What about the assignment or project was challenging?<br>• What actions did you take to succeed?<br>• What was the outcome? |
| **Leader** | Describe a time when you had to make a difficult decision or solved a difficult problem that would have a significant or wide-ranging impact. | • When did you first become aware of the situation?<br>• How did you go about analyzing the problem?<br>• What alternative solutions did you consider?<br>• How did you implement your solution?<br>• What was the outcome? |
| **Leader** | Please describe the most significant innovation that you've contributed to any of your employers. | • What was the innovation?<br>• What drove you and/or your team to work on it?<br>• What difficulties did you encounter and how did you handle them?<br>• What was the result of the innovation? |

# BEST PRACTICES FOR CHOOSING THE BEST CANDIDATE

Once the interviews are complete, it is time to reach a consensus and select the best candidate for the role.

## BUILDING CONSENSUS

Remaining objective can best be accomplished by sticking to the identified skills and experiences, avoiding biases, and taking accurate notes on each candidate. To assist you with capturing your thoughts, please use the form on the following page for each candidate, either during or immediately following each interview. Use the scale below to ensure objectivity in how the candidate responded to each question you asked.

| # | Rating Values | Definition |
|---|---------------|------------|
| 5 | Far Exceeds Requirements | Perfect answer. Demonstrates competency accurately, consistently, and independently. All points relevant. All good examples. |
| 4 | Exceeds Requirements | Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples. |
| 3 | Meets Requirements | Demonstrates competency accurately and consistently on familiar procedures and needs supervisor guidance for new skills. Some good examples. |
| 2 | Below Requirements | Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples. |
| 1 | Significant Gap | Fails to demonstrate competency regardless of guidance provided. No good examples. |

## TEAM DEBRIEF

Once all members of the interview team have had a chance to conduct their interview, schedule a debrief session where the strengths and opportunity areas can be discussed, and an overall decision can be made.

When all candidates have been assessed, reach a team consensus on the best overall fit and notify your TA lead/HR Generalist who can make an offer.

# INTERVIEW NOTES WORKSHEET

(use multiple pages as needed based on number of selected questions)

| Interviewer | _____ |
| Title | _____ |
| Candidate | _____ |
| Date | _____ |

Interview Note Taking Tips:
- Use short-hand or key phrases to summarize the content and delivery of responses
- Balance your note taking and maintaining eye contact and engaging in conversation
- Avoid judgment in your notes
- Avoid rating a candidate's response until they have left the interview (but as soon as possible after the interview)

| Rating | Section | Notes |
|--------|---------|-------|
| ☐ 5 Far Exceeds Requirements<br>☐ 4 Exceeds Requirements<br>☐ 3 Meets Requirements<br>☐ 2 Below Requirements<br>☐ 1 Significant Gap | BIG Value Question | |
| | Response Notes | |

| Rating | Section | Notes |
|--------|---------|-------|
| ☐ 5 Far Exceeds Requirements<br>☐ 4 Exceeds Requirements<br>☐ 3 Meets Requirements<br>☐ 2 Below Requirements<br>☐ 1 Significant Gap | BIG Value Question | |
| | Response Notes | |

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| ☐ 5 Far Exceeds Requirements<br>☐ 4 Exceeds Requirements<br>☐ 3 Meets Requirements<br>☐ 2 Below Requirements<br>☐ 1 Significant Gap | BIG Value Question | |
| | Response Notes | |

| Rating | Section | Notes |
|--------|---------|-------|
| ☐ 5 Far Exceeds Requirements<br>☐ 4 Exceeds Requirements<br>☐ 3 Meets Requirements<br>☐ 2 Below Requirements<br>☐ 1 Significant Gap | BIG Value Question | |
| | Response Notes | |