

Identifying Your C.I.A. TEAM Members

When hiring new TEAM members or developing existing ones, it's important to understand who we're leading. Identifying "C.I.A. TEAM Members" can be a game changer for you and your business. People who are coachable, intelligent, and have the right attitude is a recipe for success.

COACHABLE

Determining if someone is coachable during an interview is crucial for understanding how well they can adapt, learn, and grow within your organization. Are they committed to being a lifelong learner? Do they recognize they have blind spots? Are they willing to be put under the scrutiny of your coaching because you can see what they can't? Here are some questions you can ask to gauge their coachability:

Past Feedback:

- Can you give an example of a time when you received feedback from a manager or coworker? How did you respond?
- Tell me about a time when you disagreed with feedback you received. How did you handle it?

Personal Growth:

- What skill or trait have you worked on improving most recently, and how did you approach that growth?
- How do you handle situations where you don't know the answer or feel out of your depth?

Openness to New Ideas:

- Describe a time when you had to change your way of doing something based on new information or feedback.
- How do you keep yourself updated with industry trends or new ways of doing things?

Seeking Guidance:

- When you face a challenge in your work, how do you go about seeking help or resources?



Dealing with Failure:

- Share an instance where you made a mistake or failed at something. How did you handle it and what did you learn from it?
- How do you respond when something you try doesn't work out?

Self-awareness:

- How do you handle criticism?
- What areas of your professional skills or knowledge do you believe need improvement?

Growth Mindset:

- How do you approach learning something new?
- Can you give an example of when you faced a steep learning curve and how you managed it?

Setting Goals:

- Describe a goal you've set for yourself recently. How did you go about achieving it? Did you seek any guidance along the way?

Working with Coaches or Mentors:

- Have you ever had a mentor or coach? If so, how did that relationship help your development?
- How do you ensure that you make the most out of mentoring or coaching sessions?

Feedback to Others:

- Describe a situation where you had to give feedback to a peer. How did you approach it, and what was the outcome?

When asking these questions, pay close attention not only to the content of their answers but also their demeanor and attitude. **Someone who's coachable will often show humility, curiosity, and a willingness to admit mistakes and learn from them.**

Remember, the key is to understand their mindset towards learning, adapting, and growing.



INTELLIGENCE

Emotional intelligence (often referred to as EQ or EI) refers to the ability to recognize, understand, and manage our own emotions as well as to recognize, understand, and influence the emotions of others. To determine if a candidate possesses a high level of emotional intelligence during an interview, consider the following questions:

Self-awareness Questions:

- How do you handle feedback, especially when it's critical?
- Describe a time when you were wrong. How did you handle it?

Self-regulation Questions:

- Describe a situation where you had to manage your emotions under pressure.
- Can you give me an example of a time you had to handle a very upset customer or colleague?

Motivation Questions:

- What motivates you to come to work every day?
- Tell me about a time when you had to persist in achieving a long-term goal. How did you stay motivated?

Empathy Questions:

- Describe a time when you helped a team member who was struggling.
- How do you handle it when a colleague or team member is not pulling their weight?

Social Skills Questions:

- Describe a time when you had to manage or resolve a conflict within your team.
- How do you build relationships with colleagues in a new work environment?
- Can you share an experience where you had to persuade a team to approach a project differently? How did you go about it?



General EQ Questions:

- How do you handle stress? Can you provide a specific example?
- How do you deal with a colleague or boss you disagree with?
- Describe a time when you were part of a team with a person you didn't get along with. How did you handle it?

Remember, it's not just the answers themselves but also the examples provided, **the candidate's body language, and the depth of introspection that can provide insight into their emotional intelligence.** Watch for authentic and specific examples, which indicate a genuine understanding and application of emotional intelligence in their professional and perhaps personal life.

ATTITUDE

Determining a candidate's attitude during an interview can be tricky because most candidates will aim to present themselves in the best light. However, the way they respond to specific questions can give you insights into their outlook, mindset, and overall attitude. Do they have a growth mindset or a fixed mindset? Do they have a "we" before "me" mindset? Are they positive? Are they a good culture fit? Here are some questions to consider:

Can you describe a time when a project or task didn't go as planned? How did you handle it?

- This can reveal how they handle setbacks or challenges. A positive attitude often comes with the ability to adapt, learn from the situation, and stay optimistic.

Tell me about a time when you received feedback you didn't agree with. How did you respond?

- This helps assess their openness to feedback and whether they see it as an opportunity for growth.

Describe a situation where you had to work closely with a colleague or team member you didn't get along with.

- This can give insights into their interpersonal skills and their ability to maintain a positive attitude in challenging social situations.



Can you recall a particularly stressful period at work or in school? How did you manage your stress or stay motivated?

- This measures their resilience and how they maintain positivity under pressure.

When you're having a bad day, what do you do to turn things around?

- This gauges their self-awareness and self-management skills.

What gets you excited about coming to work every day?

- This can help you understand what motivates and energizes the candidate.

How do you handle repetitive or monotonous tasks?

- This can reveal if they are able to find meaning or maintain a positive attitude even in less exciting situations.

Tell me about a time when you took the initiative on a project or task.

- This can show their proactive nature and whether they take challenges positively.

What's the most constructive criticism you've ever received?

- This assesses their openness to learning and growth, and whether they view criticism negatively or as an opportunity.

Describe a time when you felt really proud of the work you did.

- This helps understand their values and what they consider to be achievements.

How do you celebrate your successes or the successes of your team?

- Recognizing and celebrating achievements is a sign of a positive attitude.

When you ask these questions, pay attention not only to the content of the answers but also to the candidate's body language, tone, and the way they frame their responses. **Someone with a positive attitude is likely to use optimistic language, see challenges as learning opportunities, and focus on solutions rather than problems.**

