

High Performance Hiring - Interview Questions

Kingston
HUMAN CAPITAL



**At Kingston Human Capital, we
understand how important it is for
organisations to get their hiring right.**

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Welcome to the “High Performance Hiring, Interview Question Guide”

This document is part of the Kingston Human Capital “High Performance Hiring” training series. You will receive it if you have attended a:

- Kingston Human Capital ‘High Performance Hiring’ Webinar
- Kingston Human Capital ‘High Performance Hiring’ Workshop
- Kingston Human Capital ‘High Performance Hiring’ Onsite Training

At Kingston Human Capital, we understand how important it is for organisations to get their hiring right. Ensuring you attract, identify, and retain high performers is central to your organisation's success because studies show that high performers deliver up to 400% more productivity.

At Kingston Human Capital, we help organisations improve their hiring outcomes. We provide recruitment services and recruitment training in our 'High-Performance Hiring Series'. The 'High-Performance Hiring' Training series is a short training program for leaders which equips organisations with effective recruitment tools and techniques. This improves the organisation's ability to identify and acquire High Performers.

Our training programs yield immediate effects because they are practical and easy to apply.

By deploying the techniques we teach, you will improve your ability to hire high performing talent and reduce the rate of poor hires for your organisation.



Frequently Asked Questions

Frequently Asked Questions



What is High Performance Hiring?

High Performance Hiring is a recruitment method developed by Kingston Human Capital. It leverages the studies and research related to “High Performance People”. It is a practical set of tools and techniques that improves hiring outcomes for organisations.

How can I use High Performance Hiring?

You can use it to improve your ability to identify and hire high performing employees and reduce your rates of poor hires.

Why is High Performance Hiring important?

Now more than ever, organisations are having to deliver more with less. The High Performance Hiring method helps you optimise your hiring processes and ensure your organisation can attract and retain high performing staff. This is important because studies show that high performers can deliver up to 400% more productivity than an average employee.

The majority of people with ‘hiring authority’ in an organisation report that they receive little to no training on how to hire. Many are self-taught. The majority report they have trouble distinguishing high performers from others during the interview process. The High Performance Hiring method teaches that.

Where can I access training?

Kingston Human Capital provide a range of on-site and digital training solutions. You can enrol your team to attend our webinars, or one of our qualified trainers can deliver an on-site workshop or program at your premises.

Who can benefit from High Performance Hiring training?

Organisations and leaders who are looking to improve performance. Organisations or leaders who struggle to attract and identify high performance staff. Organisations or leaders who know that their organisation needs to modernise its recruitment strategy and adopt 21st century practices.

Hiring High Performers – Getting the formula right

Being a leader isn't easy. You wear many hats and have a wide range of responsibilities; the essence of your job is to lead people. But first, you have to hire the right people to lead. With the right people on the bus, your organisation can achieve great things.

You can transform your team or organisation by becoming more purposeful with the people you hire. Studies show that High Performers are up to 400% more productive than their peers. This is why so many leaders are reformulating their hiring processes.

High Performance Traits & Interview Questions.

At Kingston Human Capital, we have identified a range of traits and behaviours exhibited by High Performers. We use these high-performance traits in our own hiring. It is one of the reasons we punch well above our weight in our industry. We also use the high performance traits when we are hiring for our customers.

The following pages summarise some of the major high-performance traits and furnish you with a range of interview questions that will help you measure for those traits during your interviews. Happy Hiring!

Feedback

High Performers Love Feedback

High Performers value feedback and they seek it far more frequently than their peers. They are highly skilled at metabolising feedback and confident in providing effective feedback to others.





Feedback Interview Questions

- When was the last time you solicited feedback from your manager?
- And what was that feedback? What is your approach to soliciting feedback in a casual manner? (By this I mean, gathering feedback at times that are not part of your organisation's performance review process.)
- What would you say is the most constructive/critical feedback you have received in the last year? And what did you do when you received it?
- What would you say is the feedback that stung the most in the last year? And what did you do when you received it?
- What would you say has been the most positive feedback you have received in the last year? And what did you do when you received it?
- What role do you believe feedback plays in a team or an organisation?
- How do you deal with feedback that is delivered poorly?
- Where is the time and place for feedback?
- Tell me, if your leader had to deliver a particularly sensitive piece of feedback to you, how would you want that feedback delivered?
- If you had to deliver a particularly sensitive piece of feedback to someone else, how would you deliver that feedback? Talk me through the detail of your approach.
- Unpack for me what feedback means to you.
- Elaborate on the step by step process you think is best for giving feedback to others.
- What do you believe is the best way to give feedback to others, particularly feedback that is important for development and improvement?



Lifelong Learner

High Performers are lifelong learners

High Performers tend to be lifelong learners by nature. They are on a continual quest for self-improvement. You will often find them consuming a wide variety of educational content, trying to hone their skills and improve their capabilities. They do not rely on their organisation to provide all their learning and development opportunities. They are self-directed when it comes to driving their learning and development.



Lifelong Learner Interview Questions

- When was the last time you attended a course/webinar or read a business related-book? What was it? What did you learn?
- What has been the most powerful content you have accessed in the past 12 months and why?
- What would you say is the most powerful content you have accessed in your career?
- What is your approach to seeking information from sources outside of your organisation to stay on top of your game?
- How many books, courses, or webinars would you have attended off your own bat in the last 12 months? Talk me through them?
- What would you say is the key to staying at the forefront of new information regarding our industry?
- When it comes to growing our skill sets, who should bear that responsibility and why?
- How did you operationalise the learnings you took away from the most recent training session/webinar you attended?
- Share with me the examples that demonstrate how you drive learning and development in your team?

Asking Questions

High Performers ask loads of questions

High performers seek clarity, and because of that, they are epic question askers. Remember that kid at school who was always asking questions? Perhaps they asked questions no one else thought of - or the questions everyone else was too afraid to ask? That kid was not just playing teachers' pet. They were probably a future high performer. In an interview, you can expect a high performer to ask lots of questions. But not the standard 'What is your recruitment process?' Or 'How many people are you interviewing?' type of questions.

High performers seek clarity throughout the interview process by asking questions that demonstrate their thinking, ambition, and growth mindset. Don't be surprised if a high performer asks you questions that you don't have all the answers to during an interview. In fact, it's beneficial to talk about the challenging elements of the role with a high performer because they are often engaged by the opportunity to fix, improve or enhance something. During your interview, observe how many questions your candidate asks and consider the quality.





Asking Questions Interview Questions

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Generate Energy

High Performers Generate Energy

We've all met high energy people - in the workplace and elsewhere in life. They're often unmistakable - upbeat, enthusiastic, confident and highly extroverted. They have a positive, forward-looking mindset and effortlessly share their energy with others. High performers can be introverted too - and bring their energy in less obvious ways. It could show up as an intense level of focus on their work, remarkable attention to detail or holding themselves to high standards.

Wherever they get their energy from, high performers always 'show up', take initiative and are passionate about what they do. They don't despise Mondays, count down until Friday afternoon or complain about being too busy or tired. In an interview, a high performer will demonstrate previous examples of overcoming adversity and challenge, probably without losing their trademark positive mindset and energy. They'll talk about setbacks and problems in the context of opportunity and what they learnt, rather than focusing on failure or missed goals.



Generate Energy Interview Questions

- Tell me about a time when you had to lift and inspire a team, a colleague or others around you?
- When it comes to 'energy as a resource', what have you learnt about managing your resource?
- What inputs do you know you need to ensure you remain in a positive and healthy zone when it comes to your energy?
- Tell me about a time when you over capitalised on your energy as a resource. What happened? What did you learn from that?
- When it comes to helping others generate energy and focus, what approaches do you find useful?
- Can you share with me an example of how you have trained or educated others to understand 'energy as a resource'?
- What do you believe is a leaders responsibility when it comes to helping their team manage and moderate their energy as a resource?

Action Bias

High Performers have a bias for action

At an individual level, high performers are collaborative, natural problem solvers who are highly motivated, efficient and effective at managing their own time. They rarely waste time (or energy) and have superior prioritisation skills. Along with their killer work ethic, and ability to execute, high performers develop their systems - personalised ways of staying organised and focused and ensuring they always deliver.

High performers are 'force multipliers', meaning they can raise the bar for people around them, making their peers progressively more productive just by their presence. In an interview, a productive high performer will demonstrate a high level of execution, excellent critical thinking, analytical skills and a knack for solving problems rather than getting stumped by them. They'll demonstrate an ability to prioritise, delegate tasks and handle a significant workload without getting overwhelmed or stressed. They are experts at getting the important things done and highly skilled at saying no to the unimportant.





Action Bias

- Tell me about how you plan your month, your week, and your day... What systems have you developed?
- How do you go about making sure you execute the important things? Can you share an example with me?
- Talk me through how you prioritise your actions in your current role?
- How do you make sure that what is important gets done?
- What is your system for staying on top of your inbox?
- Tell me about how you ensure that the meetings you host are an effective use of time?
- Why do you believe we lose so much time in the workplace?
- Can you share with me an example of how you coach or teach productivity to your team members?
- If you have a conflicting number of items that need execution and not enough time, talk me through how to approach that situation?
- What examples could you provide that best display with your ability to plan?
- What examples could you talk us through that best display your ability to 'get things done'?
- When it comes to getting things done, people tend to develop their systems for organisation and execution. Talk me through what you find effective?
- Talk me through how you make sure 'you run your day' and that 'your day does not run you'? Can you share with me a recent example of that in action?



Influence and Communication

High Performers have a bias for action

The science of high performance clearly demonstrates that High performers are 'people smart' - their social skills are second to none.

While most top performers have good cognitive intelligence (IQ), their social and emotional intelligence (EQ) is what really sets them apart. Naturally collaborative, high performers typically develop and value strong, healthy working relationships. They effortlessly build networks inside and outside your organisation.

As natural communicators, they can easily influence and inspire others. Most top performers have a strong internal compass, meaning even if they are not classically extroverted, they can confidently and objectively 'speak up' when necessary.

In an interview, an influential high performer will demonstrate self-awareness, integrity, and empathy for others.



Interview Questions

- Tell me about what you have learned so far in your career when it comes to influencing others?
- Can you provide me with a recent example of that in action?
- When it comes to influencing your team members, what techniques have you developed? Can you share an example of that in action?
When it comes to communicating effectively with others, what do you believe is the best approach?
- Can you share an example of that in action? How do you develop relationships with others?
- What would be a recent example that you could share?
- What makes a good relationship with others in the workplace? Why?
- What works when it comes to building great networks?
- What is a current example of your network building activities? What do you believe is the 'right amount of time' when it comes to developing networks?
- How much time would you dedicate to your network building per year or per month? Can you share with me an example of how you build trust with others?
- What example could you share with us that demonstrates your emotional intelligence?
- If you were charged with teaching emotional intelligence to others, how would you summarize what EQ is? What do you believe are a great influence and communication skills?
- Can you share with us your best examples that demonstrate those?

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organisations to get their hiring right.**

Ensuring you attract, identify, and retain high performers is central
to your organisation's success.

Need help hiring high performers?

Kingston Human Capital provide recruitment training :

Webinars: Equip your hiring managers for success with this one-hour webinar series across four weeks.

Workshop: Our qualified trainers can deliver an onsite interactive workshop at your premises.

Customised Program: Our team will curate a program customised to meet your needs and goals.

Get in contact today talent@kingstonhumancapital.com.au



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