

Hiring interview questions

Worksheet

Use this worksheet to help the hiring manager with some interview questions that are aligned to various skills and capabilities.

How to use: Determine the skill/capability areas that are most important and relevant to the position you are hiring for (definitions for each area are provided below in the left column). You should also refer to the job description you are using to help determine the appropriate areas. For each area, select the interview questions that align best with the position and the needs of your firm (right column below).

What to observe: In addition to listening to the responses to the questions, you should observe a candidate's impact and communication approach during the interview:

- **Impact:** Creates a good first impression; commands attention and respect; speaks with a confident tone of voice; maintains an attentive posture; responds openly and warmly; dresses appropriately
- **Communication:** Expresses ideas effectively; uses appropriate grammar and vocabulary; has a clear and brief delivery—rate, volume, gestures, eye contact; listens effectively

GENERAL QUESTIONS	
SKILL/CAPABILITY AREA	INTERVIEW QUESTIONS
<p>Client Focus/Customer Service Orientation</p> <ul style="list-style-type: none"> • Proactively develops customer relationships by making efforts to listen to and understand the client • Anticipates and provides solutions to client needs, giving high priority to customer satisfaction 	<ul style="list-style-type: none"> • Tell me about a time when it was particularly important to establish a good relationship with a client. How did you accomplish this? • Tell me about a time when you were able to respond to a client request in a shorter period of time than expected. • Contrast that situation with a time when you failed to meet a client expectation. What was the difference? • Describe a time in which you chose to involve others to help solve a client problem. What was the problem and how did involving others help?

GENERAL QUESTIONS (CONTINUED)

SKILL/CAPABILITY AREA	INTERVIEW QUESTIONS
<p>Quality Orientation/Attention to Detail</p> <ul style="list-style-type: none"> • Accomplishes tasks through concern for all areas involved • Shows concern for all aspects of the job • Accurately checks processes and tasks 	<ul style="list-style-type: none"> • How have you made sure that materials were ready and delivered when you needed them for a customer? Give me a specific example. • How do you keep track of items that require your attention? Give me an example.
<p>Teamwork/Collaboration</p> <ul style="list-style-type: none"> • Works effectively with team to accomplish organizational goals • Takes actions that respect the needs and contributions of others 	<ul style="list-style-type: none"> • Interacting with others can be challenging at times. Have you ever had any difficulty working with peers/team members/others at work? Tell me about a specific time this happened. How did you handle the situation? • Tell me about one of the toughest teams/groups you've had to work with. What made it difficult? What did you do? • Tell me about one of the best teams/groups you've worked with. What made it so rewarding? What did you do to contribute to the group's success?
<p>Tenacity</p> <ul style="list-style-type: none"> • Stays with a position or plan of action until the desired objective is achieved or is no longer reasonably attainable 	<ul style="list-style-type: none"> • Projects rarely proceed without obstacles. Tell me about a recent project you worked on in which you encountered a major obstacle. What did you do to get around that obstacle?
<p>Analysis/Problem Assessment</p> <ul style="list-style-type: none"> • Secures relevant information and identifies key issues and relationships from a base of information • Relates and compares data from different sources • Identifies cause-effect relationships 	<ul style="list-style-type: none"> • If we're lucky, we can sometimes identify a small problem and fix it before it becomes a major problem. Can you give me an example of a time you were able to identify a small problem before it became a big one? • Describe a complicated portfolio you had to manage. How did you identify or gain a better understanding of that portfolio? • Walk me through a situation in which you had to get information by asking a lot of questions from several sources. How did you know what to ask?
<p>Integrity</p> <ul style="list-style-type: none"> • Maintains and promotes social, ethical, and organizational norms in conducting internal and external business activities 	<ul style="list-style-type: none"> • Has your manager or supervisor ever asked you to do something that you didn't think was appropriate? How did you respond?

QUESTIONS FOR SENIOR FINANCIAL ADVISORS

SKILL/CAPABILITY AREA	INTERVIEW QUESTIONS
<p>Strategy and Planning</p> <ul style="list-style-type: none"> • Formulates business strategy • Develops business plans in alignment with strategy • Defines clear business metrics for success 	<ul style="list-style-type: none"> • Tell me about your most recent business planning experience. <ul style="list-style-type: none"> > What objectives were you targeting? > What was your thinking behind these objectives? > What was the strategy and/or plan you developed? > What was your thinking behind this strategy/plan? > How did you define success?
<p>Building an Organization</p> <ul style="list-style-type: none"> • Is able to attract talent • Can deliver workforce planning • Can deliver succession planning 	<ul style="list-style-type: none"> • Describe a time in the last year when you developed your business's organizational capability. <ul style="list-style-type: none"> > What was the business situation that required you to address the people capabilities issues? > What was your thinking at the time? > What did you do? What actions did you take? > What workforce and/or succession planning did you do? > What results did you get? What did it do for the organization's ability to perform?
<p>Financial Management</p> <ul style="list-style-type: none"> • Evaluates business opportunities using financial and nonfinancial criteria • Is able to develop and manage to a budget 	<ul style="list-style-type: none"> • Tell me about a time you successfully evaluated a business opportunity. <ul style="list-style-type: none"> > What was going on in the business? Why were you looking at opportunities? > What was the opportunity you assessed? > Who else was involved? What was their role? > What did you do to assess the opportunity? > How did you determine the potential impact to your business? > What was the outcome? What actions were taken? • Tell me about your most recent experience developing and managing a budget. <ul style="list-style-type: none"> > What was the business context? > Who else was involved? What was your role? > What did you do to develop/manage the budget? > What was the outcome?

QUESTIONS FOR SENIOR FINANCIAL ADVISORS (CONTINUED)

SKILL/CAPABILITY AREA	INTERVIEW QUESTIONS
Business Lifecycle Management <ul style="list-style-type: none">• Has had experience:<ul style="list-style-type: none">> Starting a business> Turning around a business> Transforming a business> Sustaining a business over time> Growing a business> Closing a business	<ul style="list-style-type: none">• What has been your experience in running a business or a portion of a business?<ul style="list-style-type: none">> What was your role/level of responsibility?> What were the major changes or initiatives you undertook to make the business successful?> What was the status of the business (beginning, established, floundering, growing, flat, etc.) when you took control?> What strategy or plans did you put in place?> What actions did you take?> What was the outcome?

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