The Manager Foundation
Interview Questions for Culture Fit Guide

Select a few behavior based questions on work ethic/ values/ culture to assess job candidates for culture fit.

What is Culture Fit and Why is it Important?

- Culture, the environment you have created for employees in your workplace, is made up of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. Culture is the behavior that results when a group arrives at a set of - generally unspoken and unwritten - rules for working together.
- Job Candidates whose values, beliefs, outlook and behavior is congruent with those existing within the current organization is likely to be a good cultural fit for the organization. An employee who is a good cultural fit works well in the existing workplace environment.

Why do you need the Manager Foundation Interview Questions for Culture Fit Guide?

- Candidates who are selected on the basis of culture fit - in addition to job fit - contribute faster, perform better and stay longer with the organization.
- When hiring managers neglect culture fit, the company and the employee share the burden. Individuals who are not a fit can be toxic to the culture, and when groups of people are hired that lack the necessary fit, often the result is a fragmented type culture.
- Because values are difficult to change, culture fit cannot easily be altered through training and development.

What will the Manager Foundation Interview Questions for Culture Fit Guide do for you?

- This guide will show you the best behavioral interview questions to ask job candidates to evaluate them for culture fit.

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About The Hiring for Performance – HIRE101 System

Note:

This is part of the "Hiring for Performance" HIRE101 system - if you like this and find it helpful then you should use the system:

http://managerfoundation.com/training/hire101

The Benefits of Hiring for Performance:

- Avoid poor hiring decisions;
- Remove guesswork from the hiring process;
- Get better at defining job requirements;
- Consistently evaluate candidates;
- Truly test candidate skills against job requirements and;
- Improve organizational performance by having the right person in the right job

But there is a wrong and a right way to run a recruitment process. Common problems of ineffective hiring include:

- Poor staff performance and productivity;
- Low staff engagement;
- High staff turnover and;
- Wasted time and money.

"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world."

- Steve Jobs

Next Steps: Getting the Best From Manager Foundation

Thank you for using this resource. We hope that you have found this useful. This resource is a sample of a larger solution.

The Mission of Manager Foundation is to:

- Help managers to manage their employees
- Increase job satisfaction of employees
- Increase company productivity and profitability

By supplying practical, proven, people management solutions. If you are a manager you can get better employee performance in less time by using the Manager Foundation solutions.

The Business Case for Management Solutions:

A paid for product is the best way to get the benefits of our solutions – for the business and for you personally. To find out more about the business case of these techniques see this article: http://bit.ly/1a4K1q1. Selling solutions is how we fund the creation of this content.

Solutions - Options:

There are a range of solutions at different price points and support levels.

- Self-directed solutions are where you purchase the system and supporting material and implement it yourself (this is the lowest price point)
- Coached: A business coach assists in the implementation (this is more expensive because it includes the time of a qualified business coach)

Relevant Solutions for this Resource:

Hiring for Performance Module HIRE101 http://bit.ly/QXVmBZ

- The complete "How to Hire" process
- Improve performance by getting the best person for the job
- Time saving recruiting process
- Reduce bad hires

Power Interview Pack. The Complete Interview Resource, Including:

- Behavioral questions for testing and comparing skills
- Questions & reference checks to avoid bad hires
- Candidate values assessment
- Interview checklist and more

Get this solution here: http://bit.ly/QYceZg

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Hiring Good Employees. The Forgotten Steps – Special Mention

A Good Hiring Process

Hiring is expensive and time consuming. Getting the best person for the job is important which is why companies invest so much in the hiring process. But many companies forget a crucial step to hiring good employees. Around half of new hires don't meet hiring expectations.

Increases Bad Hires Too

Missing this crucial step also increases the number of bad hires. A bad hire isn't just bad at their job. A bad hire can demotivate the rest of the team and suck your management time & energy dry. Yet around 1 in 10 new hires turns out to be a bad hire.

The Problem Isn't What You Think…

The reflex is to point a finger at the hiring process but that's ignoring a large part of the problem. Because around half of bad hires aren't bad hires on day one. Employees underperform and become bad hires when:

- They fail to build good relationships and communications with peers, employees and their boss
- They lose their motivation to care about doing a good job

Successful managers prevent this because they know that a good hiring process doesn't end the day the contract is signed. A good hiring process includes onboarding an employee for performance.

The Managers Role in Employee Performance

As a manager, you are responsible for the performance of your staff. Corporate onboarding processes such as security, health & safety and learning the company expense policy is important but is not motivational to employees. You only get one chance to make a first impression which is why Manager Foundation has the New Employee Onboarding for Performance module.

New Employee Onboarding for Performance. Benefits include:

- Effectively engage & retain new hires;
- Encourage socialization and create a sense of belonging;
- Set performance & delivery expectations;
- Prevent new hires from turning into bad hires and;
- Build functioning boss-employee relationships and communications

Additional Resources for Hiring for Performance

A good hiring process comprises a series of action steps. Have you completed all of yours? Are there additional resources that you still need?

Additional Free Resources in this Series

Job Description Template http://bit.ly/1kjNXsQ

- Writing job descriptions is an important step in planning your staffing programs. They form the foundation for many important processes such as job postings, recruitment and selection, setting expectations, compensation, training and performance management.
- Use the Manager Foundation Job Description Template to write accurate, comprehensive job descriptions.

Job Competency Guide http://bit.ly/1jVFKdI

- It is important to know what an individual must be capable of doing in order to be effective in their job.
- Use the Manager Foundation Job Competency Guide to identify key competencies for specific jobs/ roles.

Interview Question and Assessment Guide http://bit.ly/1thrblL

- Create customized interviews using behavioral questions that effectively evaluate skills and job competencies.

Interview Questions to Avoid Bad Hires http://bit.ly/1nrB3vQ

- Avoid the unexpected costs of a bad hire by using customized interview questions that identify characteristics of bad hires.

Values Assessment http://bit.ly/TPuqqc

- Use the Manager Foundation Values Assessment to identify candidates that have values in common with your team and who would therefore be a good job fit.

Reference Check Template http://bit.ly/1gwNinT

- Checking references is an important step in the recruitment process.
- Avoid making a bad hiring decision by using the Manager Foundation template as a guide to conducting a comprehensive reference check.

Interview Checklist http://bit.ly/SaSJgS

- Use the Manager Foundation Interview Checklist to ensure that you don't forget any vital steps in the recruitment process.

About Manager Foundation

The Mission of Manager Foundation is to Make Work a Better Place:

The mission of Manager Foundation is to make work a better place:

- Helping employees to find job satisfaction;
- Helping managers with a difficult job and;
- Improving employee performance through better engagement.

We do this by providing management systems, resources and training for managers that focus on:

- Proven time saving techniques;
- Motivating employees by tapping into employees internal motivators which improves performance and;
- Support & resources for managers.

Make Managing Easy:

Sign up for the free "Make Managing Easy" email series and find out about how the Management Sweetspot can:

- Make the lives of Managers easier;
- Make employees happier and;
- Make companies more profitable

www.ManagerFoundation.com/signup

Become a Manager Foundation Super User:

Help Us to Spread the Message:

Work, isn't working if:

- Staff are unhappy at work;
- Managers are stressed and;
- Company profits suffer.

The vision is to work towards a place where:

- Employees are engaged and get job satisfaction from intrinsic motivators;
- Managers have effective, time-efficient ways to manage staff and;
- Companies are productive and profitable.

If this is a vision that you feel is worth spreading then please help me to spread the message because I can't do it on my own.

Join: http://managerfoundation.com/super-users/ to become part of the community and find out more.

Instructions for Using This Guide

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- Select your questions prior to interviewing;
- Use the Manager Foundation Values Based Interview Question Resources on the following pages as a guide;
- Write the names of each candidate that you will be interviewing in the columns provided on each question page that you select. This allows you to evaluate and compare candidates against each other;

TIP: Rather than writing lengthy notes, make the interview process more efficient and save time by using ticks, crosses or coloured dots marks to mark off the positive/ negative indicators displayed by each candidate for each question. You can even give a candidate two ticks for a really great reply. Refer to the example template below for guidance.

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Question Category:	Behavior Based Interview Question on Work Ethic/ Values/ Culture
Question:	Tell us about a time when the workday was over but there were still tasks to do. What did you do?
Behaviors to listen for:	Did the candidate take action to ensure that the work got done or did he/ she leave tasks incomplete in favour of finishing work for the day.

Candidate name	Sue Maxwell	Jack Bayers	Mike Black	Lisa Hayes	Melanie Perkins	Mark Green	Lisa Jackson	Robert Jones
Positive Indicators								
Prioritized	✓	✓		✓	✓			
Managed workload	✓			✓	✓	✓		
Put company interests first	✓	✓			✓			✓
Collaborated to get things done	✓	✓			✓		✓	✓
Negative Indicators								
Disorganized			✗			✗	✗	✗
Left important work undone			✗			✗		

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Candidate name							
Positive Indicators							
Prioritized							
Managed workload							
Put company interests first							
Collaborated to get things done							
Negative Indicators							
Disorganized							
Left important work undone							

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Question Category:	Behavior Based Interview Question on Work Ethic/ Values/ Culture
Question:	Tell us about a time when one co-worker in your team falls behind, how do they handle the workflow?
Behaviors to listen for:	Is the candidate a good team player. Did he/ she offer to help the co-worker to support the overall productivity of the team? Or was the co-worker left to battle it out alone?

Candidate name							
Positive Indicators							
Pitched in to help							
Offered support							
Put overall productivity and teamwork first							
Negative Indicators							
Offered no support							
Unconcerned about overall team productivity and							

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Question Category: Behavior Based Interview Question on Work Ethic/ Values/ Culture

Question: Tell us about a time when you had to deal with a difficult co-worker. What was the situation and what did you do?

Behaviors to listen for: Does the candidate have good interpersoanl skills. Did he/ she handle the situation tactfully and aim to reach understanding and an amicable agreement? Or did the candidate retaliate with anger and hostility?

Candidate name

Positive Indicators

Listened

Showed empathy and understanding

Negotiated to achieve a win-win solution

Asked questions to understand the other persons point of view

Negative Indicators

Displayed anger and hostility

Only interested in personal gain

Unwilling to compromise or reach understanding

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Question Category:	Behavior Based Interview Question on Work Ethic/ Values/ Culture
Question:	Tell us about a time when you were entrusted with something (for example confidential information, asset curatorship, purchasing authority). What did you do to earn and maintain this trust?
Behaviors to listen for:	Did the candidate show integrity and personal accountability? Did he she implement strategies to protect and uphold what they were entrusted with?

Candidate name							
Positive Indicators							
Showed personal accountability and dependability							
Maintained confidentiality							
Carried out tasks with due dilligence and attention							
Negative Indicators							
Did not display personal accountability							
Delegated responsibilities to others							
Compromised security/ confidentiality							

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Question Category:	Behavior Based Interview Question on Work Ethic/ Values/ Culture
Question:	Tell us about a time when a difficult personal circumstance made it difficult for you to do your job. What happened and what did you do?
Behaviors to listen for:	Was the candidate able to effectively manage the situation without any major impact to their performance and productivity?

Candidate name								
Positive Indicators								
Maintained professionalism whilst at work								
Upheld duties and responsibilities								
Continued to perform duties and tasks								
Ensured that the work got done								
Negative Indicators								
Had to take extensive time off work								
Was emotionally unstable								
Neglected duties and responsibilities								
Allowed work to fall behind								

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Question Category:	Behavior Based Interview Question on Work Ethic/ Values/ Culture
Question:	Tell us about a time that you worked in a team or company that you thought had a good culture. What was good about it? Tell us about a time that you worked in a team or company that you thought their culture has room for improvement. Why do you think this and what would you change?
Behaviors to listen for:	Does the candidate have good insight to a positive work culture? Does he/ she mention or list positive values that make a good organizational culture?

Candidate name							
Positive Indicators							
Good understanding of what makes a good culture							
Identifies strong, positive values							
Understands the importance of each member of the team being a good culture fit							
Gives good suggestions for improving team culture							
Negative Indicators							
Poor understanding of the importance of culture fit							
Doesn't talk about core values							
Poor team dynamics							
Poor insight to improving team culture							

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