

# Interview assessment

## Execution skills for leaders



Metis ERC (I) Pvt. Ltd.

#587, Sarjapur Road, Koramangala 3rd block,  
Bengaluru – 560034 Karnataka, India

[www.metisindia.com](http://www.metisindia.com)

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The right questions can help you identify a candidate's leadership potential to execute goals. Though it is not exhaustive, the interview questions and rating scale given below will reveal a candidate's leadership skills to get things done. Hope it is useful to you.

Keys to the tool:

**Questions and answers:** These are direct discussion questions. The interpretation of the answers and rating is purely based on your assumption.

**Definition “Leader”:** Key stakeholders of the organisation reporting to the ‘C’ levels.

**Rating scale:** The five rating scale is inspired by the Likert scale to make it easier to draw conclusion.

**Application of the tool to your business:** We have deliberately provided you topics (like pointers - marked in yellow) and what you should expect (marked in green) as answers. Make changes, if required, as to how you ask the question to bring in relevance to your business.

			RATING SCALE				
			5	4	3	2	1
			Exceptional	Above Average	Average	Satisfactory	Not Satisfactory
Topic / pointers	Question	Ideally, what should you expect / look for	<i>I learnt from the interaction</i>	<i>Candidate made sense</i>	<i>Candidate needed prompting</i>	<i>Seems to understand but no real headway</i>	<i>Nothing exciting to offer</i>
<b>Big picture</b> (Ability to look beyond his work area)	What business is your company in (Presently working or previously worked)? What is scope of the business in India and global	<b>Business acumen –</b> See the big picture					
	Apart from generating revenue (Sales) what are the other areas a business should focus on?	<b>Holisticity-</b> Focus on customer delight /continuous improvements / innovation					
	Could you give an example of an ideal goal (Individual or organisational) statement?	<b>Objectivity -</b> Clarity, Objectivity and timelines					
	If you want to drive a change in strategy / plan within your department /organisation, how would you do that?	<b>Manage change -</b> Communicate and listen, involve team in planning and decision making.					
	How would you ensure your team copes with the fast growth of the organization?	<b>Proactive capability development -</b> Constantly identifies and closes capability (technology, people and process) gaps.					
	What ethical standards do you think are essential for sustained business?	<b>Being ethical –</b> Trust worthiness / Respect / Fairness Honesty to customers and employees					



<b>Customer orientation</b> (Ability to focus on customer outcomes)	How did your job /work impact the customer in achieving his objective (internal & external customers)	<b>Customer orientation -</b> Relevance and impact of his work on customer outcomes.					
	Let's take one of your customers. Could you tell me 2 to 3 critical needs of the customer?	<b>Customer needs -</b> Objectively (numbers and timelines) understand his customer needs - TAT's /Complaint resolution times / Accessibility / Quality / On time delivery/ Reliability etc...					
	How do you build the culture of customer centricity in your team?	<b>Customer orientation -</b> Keeping customer in mind in everything they do at work.					

<b>Innovation</b> (Ability to encourage innovation and new ideas)	Logic or Intuition? What works best for you in decision making?	<b>Decision making -</b> Be intuitive and open to believe there is possibility beyond logic.					
	Why should pay attention to different points of view while arriving at a solution?	<b>Attention to details -</b> notices what has gone unnoticed / identifies new ways of getting things done.					
	Why should leaders encourage idea generation & sharing in workspace and how will it benefit?	<b>Encouraging creativity -</b> Benefits > Feeling of working towards a common goal > To stay motivated > Acquire knowledge					



<b>Employee Engagement</b> (Ability to foster a highly engaged team)	How do you build culture of innovation in your team?	<b>Continuous improvement</b> - Dedicate time and environment to innovate / Encourage out of box thinking / Acknowledge and reward innovation					
	How do you establish clarity in accountabilities and responsibilities in your team?	<b>Delegation</b> - Align accountabilities to the goals / Clarity and objectivity / Effectively delegate					
	What is your opinion about performance review systems for enhancing performance?	<b>Performance enablement</b> - Working with team members to enable their full potential rather than conducting post mortem (Quarterly / half yearly / yearly reviews).					
	How will you react if someone in your team neglected or failed to deliver their work or commitments on time and it had a negative impact on your productivity?	<b>Empathy</b> - Understand why and be supportive to help the team member improve					
	How will you develop leaders in your team?	<b>Leadership development</b> - Identify potentials, mentor and provide them space to grow.					
	What do you look for when you hire new employees for your team?	<b>Recruitment</b> - Hire people with differentiated skills that add value to his team and organisation.					
	What do you think is the best way to up skills team members?	<b>Contextual skill development</b> - Coax individuals to contextually identify skill gaps and encourage learning on their own.					
	What would you do to resolve conflicts in your team?	<b>Conflict Management</b> - Know when to intervene / Respect differences / Knowing my boundaries					



<b>Detail Orientation</b> (Ability to pay attention to the causes than effects)	What are the possible risks you would encounter while executing your job as a leader?	<b>Risk mitigation -</b> Foresee risks in at least four on these areas; Non performance (People) / Scope creep / Business continuity / Competition / Technology / Brand / Culture / Compliance (Regulations) / Vendor.					
	How do you create new processes that are sustainable and yield desired results for your team?	<b>Process -</b> Involve his team in co-creating process and get buy-ins.					

<b>Values</b> (Ability to understand the impact of values in organisations)	How does adherence to values impact business?	<b>Value benefits –</b> Decision making made easier. Build brand to attract customers.					
	What are the values do you think is needed to execute goals?	<b>Values for execution -</b> Candidates should possess a good mix of discipline and agility as core values.					

Metis has developed an online assessment tool to assess leaders on 20 essential skills for optimal execution. The assessment tool is based on situational judgement inventories and direct questioning techniques. This tool can also be customised to your specific requirement and can be used for incumbent leaders and while recruiting new leaders. Do write in to us on [rajesh@metisindia.com](mailto:rajesh@metisindia.com) or [enquiry@metisindia.com](mailto:enquiry@metisindia.com) if you require more details.