



**TOP 25
QUESTIONS
TO SELECT**

EXTRAORDINARY

TALENT



DEE ANN TURNER®

AUTHOR · SPEAKER · LEADER

MOST ORGANIZATIONS HIRE WARM BODIES INSTEAD OF SELECTING EXTRAORDINARY TALENT

Organizations rise and fall based on their ability to select and steward extraordinary talent.

Are you simply hiring warm bodies or are you intentionally selecting extraordinary talent?

As Vice President of Talent at Chick-fil-A, I was responsible for selecting thousands of franchisees and corporate staff members. During my tenure, our company became known for selecting some of the best talent in the hospitality business, maintaining a 95% retention rate for corporate staff and franchisees.

I'm going to let you see behind the curtain.

These are my go-to questions to select extraordinary entry-level staff, especially those in customer service or hospitality roles. Many of these questions can be adapted for more senior roles. I've also included profile traits to observe in candidates for these roles.

By using these questions in your interviews, you will be able to select the extraordinary talent you need to create remarkable organizational cultures and launch exceptional careers.

Sincerely,



Dee Ann Turner
Best-selling Author & Speaker
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These questions will help you select extraordinary talent for entry-level staff in customer service and hospitality roles. Feel free to adapt any question for more senior roles. The profile traits you are trying to observe are listed in parenthesis after each question.

ROLE

Candidates for these Roles Should Possess Exceptional Hospitality Traits

- customer service
- retail associate
- administrative staff
- patient representative
- cashier and bank teller
- guest relations
- skilled labor
- delivery person
- technicians

PROFILE

Obtain Insight into Candidates through Observation and Input from References

Interaction: warm, friendly and engaging, strong communicator, good eye contact

Reputation: responsible, empathetic, reliable

Character: servant hearted, dependable, team player, positive, optimistic, trustworthy

BEHAVIORS

Exceptional Hospitality Behaviors Expected for Successful Candidates

1. Greet each guest warmly with a smile and by name if possible.
2. Grow the relationship through complimenting the customer or other encouraging words.
3. Be proactive. Ask the guest if there is anything else needed to make their experience more pleasant.
4. Look for opportunities to go above and beyond what is expected and provide service pleasantly and with a positive attitude.
5. Send each guest or customer off with a "see you next time."



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INTERVIEW QUESTIONS TO SELECT EXTRAORDINARY TALENT:

(These questions can be used for both interviewing candidates and interviewing references.)

1. Describe a time when you were complimented for going above and beyond expectations? What was the performance standard? How did you exceed it? Why was it important to you to exceed the expectation?

- *In this question, you are looking for motivation, an understanding of performance expectations, ability to self-evaluate and evidence of positive performance.*

2. In what ways have you demonstrated service to others? Who have you served in previous roles? What feedback did you receive from those that you served?

- *You are looking for an understanding of what service is and demonstrated performance in a service role – paid or voluntary.*

3. What do you find most rewarding in serving others?

- *This question is intended to understand the heart of the candidate and whether or not he/she truly has a heart for service.*

4. What do you find most challenging about serving others?

- *Does the candidate understand challenges associated with serving others and does he/she speak negatively about serving.*

5. In past responsibilities, how have you demonstrated that you are reliable?

- *With this question, you are looking for tangible examples of the candidates dependability and reliability.*

6. What are the most encouraging words anyone has ever said to you?

- *This helps you understand what other people think of the candidate, what he or she thinks of themselves and what types of encouragement are needed to motivate the candidate.*

7. In what ways have you been encouraging to others? Give examples.

- *This gives insight into how the candidate treats other people.*

8. Tell me about a time that you failed to meet expectations? Why did it happen? What did you do to correct the situation?

- *Again, does the candidate understand expectation setting and is he/she willing to meet expectations. What has he/she learned by not meeting expectations?*



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9. Describe your current level of responsibility – at work? At home? At school? How do you prioritize your daily activities?

- *This question is intended to help you understand what the candidate views as his/her responsibilities and how they make sure they are able to meet all of them.*

10. Who has been your role model of how to treat others kindly? What is unique about the person you chose? What qualities do you demonstrate because of their influence?

- *This question helps you understand how the candidate defines kindness and what kind of influence he or she has had in becoming someone capable of kindness and empathy.*

11. Tell me about a time you made a serious mistake? How did you know you had failed? If no one else knew, then who did you choose to tell and why?

- *Is the candidate willing to admit mistakes and able to learn from failure?*

12. Who is the most difficult person to whom you have ever been accountable? Why is that person most difficult? What did you learn from that person in spite of the difficulty?

- *If the candidate talks negatively about a former leader, it will indicate character issues. If they are able to explain what they learned in the situation, that might indicate someone of higher character.*

13. What is the best job you have ever had? What did you like about it?

- *You are looking for answers that the candidate enjoys serving others.*

14. What is the worst job you have ever had? Why did you not like it?

- *You are looking for indication that the candidate does not have an aversion for serving others.*

15. What is an ideal Saturday afternoon for you?

- *You are looking for active, engaging and taking responsibility: playing a sport, part-time job, volunteering, etc.*

16. What do others say you do best? Why do your friends say they like to be around you? What do people notice first about you when they meet you?

- *You are looking for “my smile” or “my laugh” or “the way I can talk to anyone”, etc.*

17. What is your ultimate career goal? How will this job contribute to you achieving that goal?

- *A goal oriented person is more likely to do a better job. If they can see the importance of doing this job well to build on the next one, then they will be more dedicated.*



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18. What other types of jobs are you applying for?

- *You are looking to see if they are looking for jobs in the service field, or just looking for any job they can get.*

19. Tell me about a time you saw someone being mistreated or treated unfairly? What did you do about it?

- *Looking for evidence of empathy.*

20. Of what accomplishment are you most proud?

- *Looking for answers that indicate they have pride in their work, school work, extracurricular activity, etc.*

21. Generally, what role do you play on a team? Leader or Follower? As a leader, how do others describe your leadership style? As a follower, what skills and abilities do you use to support your leader?

- *These questions are aimed at understanding leadership style and ability to be a contributor on a team.*

22. Tell me about the best team you have ever been a part of, either at work, school or extracurricular. What made this team exceptional? What were the characteristics of the team members? What common goal did they achieve?

- *This question is intended to understand the candidate's experience as a team member and assess his/her attitude in that setting.*

23. Were you ever a part of a dysfunctional team? Describe it? What would have improved the situation? How did you try to improve the situation?

- *See explanation in question 22.*

24. This position requires representing the brand of our company to customers and community. Give me examples of when you have represented other employers, your school, your extracurricular group or even your family's brand positively to others.

- *This is all about the candidate's ability to portray "a good name" for your brand.*

25. Final question: Why would I choose you for this job?

- *This indicates level of personal responsibility and commitment.*



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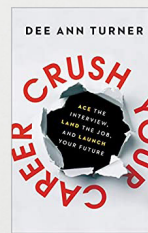
INSPIRE YOUR AUDIENCE TO STEWARD **EXTRAORDINARY** TALENT



Dee Ann Turner speaks to companies, universities and at conferences around the world, teaching leaders how to find and keep extraordinary talent- and teaching talent how to be extraordinary. Drawing from more than 30 years of experience, including serving as the Vice President of Talent and Human Resources for Chick-fil-A, Dee Ann shares her insights on how to cultivate a remarkable organizational culture and how to build an exceptional career.

Popular Dee Ann Keynotes:

- Recipe for a Remarkable Culture
- Win with Who
- The Secret Sauce of Legendary Customer Service
- 5 Things I Wish I Had Known about the World of Work
- Ace the Interview, Land the Job
- The Art of Mentoring Extraordinary Talent



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