



# Rev1 Entrepreneur Toolkit:

## TEAM

### Interview Questions

Use culture, values, and responsibilities role descriptions to develop interview questions. It is important to know what skills and experiences you want the ideal candidate to have *before* you structure your questions.

Different interviewers can ask candidates different questions, but each interviewer must ask *the same* questions of every candidate they interview for the same position.

The goal is to evaluate candidates against standardized criteria, so bias doesn't creep in.

General questions help discover a candidate's motivation, to get a sense of their interests and priorities. Culture questions explore how well a candidate would fit into the organization's culture. Questions about skills and functional experience and expertise uncover whether the employee can perform the work.

career overview | reason for job search | strengths/weaknesses | achievements/failures  
priorities skill/functional competencies | anticipated learning curves | desired culture/environment  
personality | compensation expectations | transition timeline

### General Questions

1. Can you walk me through your career to this point?
2. What's prompting you to explore new opportunities?
3. What's driving your interest in exploring a role at a startup (if new to startups)?
4. Why are you interested in this role, and in our company specifically?
5. What are your major priorities when you consider a new role?
6. What are your biggest transferable skill sets?
7. What do you anticipate your learning curves would be in this role?
8. What types of teams have you led in the past (if relevant)?
9. What have you accomplished in your career so far that you're most proud of?
10. Tell me about a time in your career that you wanted something so badly that you were unstoppable in pursuing it.
11. What obstacles did you overcome to get there?
12. Tell me about a time you had a measurable impact on a job or an organization. What was that impact?
13. It's your first few months on the job. What questions would you first ask and to whom?
14. Ideally, where will you be professionally in five years?

### Questions You Cannot Ask

- Age
- Gender
- Health & Physical Abilities
- Marital & Family Status
- Nationality
- Native Language
- Religion



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### Questions to Assess Cultural Fit

1. How would you describe your professional/personal values?
2. When you read about our company's culture and values, what resonated most with you?
3. What kind of work environment would you be excited to come to every day?
4. What's your ideal relationship with your boss?
5. When working on a team, what's hardest for you?
6. Tell me about a time you worked on a difficult team.
  - a. What was your role and experience?
  - b. Do you know where the other people involved were coming from?
  - c. Tell us about the situation from their perspective.
7. What makes you happiest and most effective when working with others?
8. How would you describe your own personality? How would your closest friends describe it?
9. Tell me about the last time that you encountered a rule in an organization that you thought made no sense.
  - a. What was the rule?
  - b. What did you do and what was the result?
10. What motivates you?
11. What stresses you out?
12. What's the last thing you really Geeked out about?

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### Questions to Discover Skills and Functional Expertise

These questions will vary greatly based on role, but the key is to gather concrete examples.

1. Can you talk about your past experience with the capital raising and business planning process? What were the specific results of your efforts?
2. Describe your approach to early product development.
3. What are your priorities in the customer validation process? What tools do you leverage?
4. What enabled your success in closing early customers?
5. Have you seen a product fail to make it to market? What happened?
6. Name a product that you think is exceptionally well-designed. Tell me what makes it well-designed.
7. Tell me about a time you used data to make a decision.
8. How have you approached identifying and recruiting team members who can excel in a startup environment?
9. What were the key goals and metrics in your last position, and how did you execute against them?
10. Describe a time you really disagreed with management on something. What happened
11. Think of a time you had to cut corners on a project in a way you weren't proud of to make a deadline. How did you handle it?"

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