Interview Scoring Sheet

Same questions, same order, scored 1 to 5 straight after

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Role: _____ Date: _____ Interviewer: _____. Ask every candidate these four questions in this order. Write short notes as you listen, then score each answer from 1 (poor) to 5 (excellent) against your scorecard before you discuss the candidate with anyone.

1 Question 1

"How does the work in this role make a business money?"

Strong: "I find companies that print often, win their orders, and keep them coming back." Weak: "I help with sales."

Candidate 1	Candidate 2	Candidate 3
__ /5	__ /5	__ /5

2 Question 2

"In your last job, what numbers did you track, and what were they?"

Strong: "About thirty calls a day, five meetings a week, two new clients a month." Weak: no numbers at all.

__ /5	__ /5	__ /5

3 Question 3

"Tell me about a time something went wrong at work. What exactly did you do?"

Follow up: "What happened next? What would you do differently?" Listen for responsibility, not blame.

__ /5	__ /5	__ /5

4 Question 4

"What do you do in your free time? What are you into?"

Look for people who care about getting better at something (learning design, coaching a team, a side business).

__ /5	__ /5	__ /5

Interview total (out of 20):	__ /20	__ /20	__ /20

Never ask "What would you do if...?" Anyone can invent a good answer to a made-up situation. Ask what they actually did: past behaviour is the best predictor of future behaviour.

Notes: _____

Before and During the Interview

Speak to enough people, and adjust for the role

5 Start with numbers

10	4	2	1
phone screens (10 minutes each)	structured interviews	paid trials	hire

Try to speak to at least eight to ten candidates for an important role. When you have only seen two, an average person looks great. When you have seen ten, you know what good looks like.

6 Find good candidates

Ask good people you know: "Who's the best person you've worked with in this kind of role?"

Strong performers usually know other strong performers.

7 Junior or senior role?

Junior roles

Shop assistant, delivery rider, entry-level sales. Attitude and ability to learn usually matter more than years of experience: you can teach the job. Dig into effort and learning.

Senior roles

A manager, or an accountant who will run your books alone. You need proof they have already done the work well somewhere else. Dig into results they personally delivered.

8 The interview rules

[ ] Every candidate gets the same questions, in the same order.

[ ] Write short notes as you listen.

[ ] Score each answer 1 to 5 against your scorecard straight after the interview.

[ ] Score BEFORE you discuss the candidate with anyone, so a first impression or someone else's opinion does not take over.

[ ] Use follow-ups on question 3: "What happened next? What would you do differently?"

Your one-page scorecard for the role (result, standards, three traits) comes from our first hiring video: How to Make Your First Hire.

Examples only; results vary. General business education, not financial, legal or tax advice.
Free tool from LoftyBiz. More free tools and Systex (our own product): loftybiz.net

9 Run a short, paid trial (top 2 or 3 candidates)

Sales: one paid day
Research 20 local companies that might need your service, call 10 using a short script, report back.

Shop: one paid shift
Serve customers and count the till at the end.

Bookkeeper: paid task
Enter one week of receipts.

Always pay a fair day rate. It shows respect, and serious candidates will take it seriously.

1 On time and prepared?	__ /5	__ /5
2 Uses feedback (one clear point, halfway through the day)?	__ /5	__ /5
3 Quality and quantity of work by the end of the day?	__ /5	__ /5

Example from the video (Hassan's printing business, Kampala; illustrative): Candidate A, very confident in the interview, makes 4 calls and argues with feedback. Candidate B, quieter, makes 10 calls, books 1 meeting and improves after feedback. Hassan hires B.

10 Check references with specific questions

[ ] "On a scale of one to ten, how reliable was she? What would make it a ten?"

[ ] "Would you hire her again? Why or why not?"

[ ] My question linked to the scorecard: "_____"

Do not just ask "Was she good?" Listen for hesitation: a pause or a vague answer often tells you more than the words.

11 Pay and the decision

For roles that bring in the money, it is often worth paying a bit more than average: one strong performer can produce more than two average ones.

"Will this person raise the average of my team?"
YES -> hire NOT SURE -> keep looking

12 First ninety days

1 They watch you
you do the work, they learn

2 You watch them
they do it, you coach

3 Supported independence
weekly check-ins on the scorecard

13 Do this this week

[ ] Write the four questions on a sheet with a one-to-five scoring column (page 1).

[ ] Plan a paid trial task that matches the actual job.

[ ] Prepare three specific reference questions.

[ ] Aim to speak to at least eight candidates before you decide.

Hassan, his candidates and their results (3 corporate clients in 2 months) are illustrative. These are examples, not promises. Results vary.