



INTERVIEW GUIDE

(Assistant General Manager)

HOW TO USE THIS GUIDE: This guide is designed to help restaurant managers conduct consistent, values-based interviews for the **Assistant General Manager** position. Please follow the guidelines below:

- Consistency is Key: It's best practice to ask the same core set of questions across all candidates being considered for a position to ensure a fair and equitable evaluation process. It's acceptable to ask clarifying or follow-up questions but avoid substituting or skipping the core/standard set of questions you ask across candidates.

Please note: You are not required to ask all questions within each category below. Ask at least one from each category. If you have your own preferred question that aligns with a particular category (e.g. Positive Energy, Accountability, etc.) feel free to substitute your own preferred question under any category. The objective is to ask quality questions and be consistent.)

- Values-Focused Interviewing: This guide includes questions tied to our core values of **Positive Energy, Accountability, Recognition, and Servant Leadership**. Listen for specific examples and behaviors that reflect these values.
- Behavior-Based Approach: This guide also includes questions aligned to the core competencies required of employees in this position. Encourage candidates to share real-life examples using prompts like "Tell me about a time..." or "Give me an example..."

Please Note: If a candidate doesn't have experience in a particular area (e.g. leadership, etc.), ask them how they would handle the situation instead.

- Scoring: Take notes to document key interview feedback and quotes. Use the Interview Scorecard (at the end of the guide) to assign a score from 1–5 for each competency area.
- Decision-Making: Use the guidance on the Interview Scorecard to determine whether a candidate is a strong fit, may have potential with development, or is not recommended to move forward.

KEY COMPETENCIES:

- **Positive Energy:** Inspires and uplifts others with a can-do attitude and approachable demeanor.
- **Accountability:** Takes ownership of responsibilities, outcomes, and guest experiences.
- **Recognition:** Encourages and celebrates team accomplishments to drive morale.
- **Servant Leadership:** Supports and empowers others by leading with humility and purpose.

- **Team Leadership:** Builds trust and guides others with clarity and consistency.
- **Decision-Making:** Responds quickly and appropriately to unexpected challenges.
- **Guest Focus:** Keeps guest satisfaction at the center of all decisions and priorities.
- **Time Management:** Juggles priorities while maintaining high standards and operational flow.

OPENING THE INTERVIEW (EXAMPLE ONLY):

Thank you for taking the time to meet with me today. We're excited to learn more about you and share what it's like to be part of the (BRAND) team! The Assistant General Manager plays a critical role in delivering operational excellence in line with our core values. We're looking for a leader who represents our values of Positive Energy, Accountability, Recognition, and Servant Leadership, and wants to grow with our company.

EXPERIENCE & CULTURAL ALIGNMENT:

1. Tell me a little about your most recent role. What did a typical day look like for you?
2. Why are you interested in joining our team and this role specifically?

COMPANY VALUES ALIGNMENT:

POSITIVE ENERGY: Inspires & uplifts others with a can-do attitude and approachable demeanor.

3. How do you personally contribute to a positive culture, even during challenging times?
4. Share an example of how you helped boost team morale during a tough shift.

ACCOUNTABILITY: Takes ownership of responsibilities, outcomes, and guest experiences.

5. Tell me about a shift where things got off track. What did you do to get it back on course?
6. How do you balance enforcing policies with being supportive of your team?

RECOGNITION: Encourages & celebrates team accomplishments to drive morale.

7. Tell me about a time you recognized a team member for great performance. How did it impact them and the rest of the team?

SERVANT LEADERSHIP: Supports & empowers others by leading with humility and purpose.

8. What does servant leadership mean to you, and how have you demonstrated it?
9. Tell me about a time you put the team's needs ahead of your own to ensure success.

LEADERSHIP & COACHING:

10. Tell me about a time you coached a team member through a mistake. What did you say and what was the outcome?

11. How do you ensure your team stays motivated and focused during a busy shift?

JUDGMENT & PROBLEM SOLVING:

12. Two team members aren't getting along during a shift. What do you do in the moment?

13. You notice a food safety issue in the kitchen during a busy lunch rush. What do you do?

GUEST EXPERIENCE & OPERATIONS MANAGEMENT:

14. Tell me about a time you resolved a guest complaint. What was the issue and how did you handle it?

15. How do you ensure service and cleanliness standards are being met during your shift?

16. How do you monitor labor or food cost during a shift?

17. What steps do you take if you notice food waste is too high or labor is over target?

CLOSING THE INTERVIEW:

18. Do you have any questions for me about this position or the company?

19. Is there anything else you'd like to share that we haven't covered?

INTERVIEW SCORECARD

(Assistant General Manager)

HOW TO USE THE INTERVIEW SCORECARD: This Interview Scorecard is designed to help managers evaluate and rate the responses provided during a candidate's interview. Referencing your interview notes, use the scale below to score the candidate's responses under each category/competency area:

5 – EXCELLENT:	Strong, clear examples that align with job expectations and company values.
4 – GOOD:	Meets expectations with a few positive examples.
3 – ACCEPTABLE:	Shows basic understanding but lacks strong examples, even after prompting.
2 – BELOW TARGET:	Limited experience or misaligned with company values.
1 – POOR:	Does not meet expectations or raises legitimate concerns.
COMPETENCY AREA: RATING (1-5):	
Experience & Cultural Alignment:	
Positive Energy:	
Accountability:	
Recognition:	
Servant Leadership:	
Leadership & Coaching:	
Judgement & Problem Solving:	
Guest Experience & Operations Management:	
OVERALL RATING:	

GUIDANCE FOR RATING-BASED HIRING DECISIONS

HIRING DECISION:	OVERALL RATING GUIDANCE:
Recommended to Hire:	Overall score of 32+ and no competency areas rated below 3.
Potential Hire but Needs Development:	Overall score of 22–27 with no more than two competency areas rated below a 3.
Do Not Move Forward:	Overall score below 22 or more than one area rated a 1 or 2.