



INTERVIEW GUIDE

(Shift Leader)

HOW TO USE THIS GUIDE: This guide is designed to help restaurant managers conduct consistent, values-based interviews for the **Shift Leader** 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:** Creates a welcoming environment with high enthusiasm and optimism.
- **Accountability:** Takes ownership of shift results, team performance, and guest satisfaction.
- **Recognition:** Encourages others and celebrates team wins and personal progress.
- **Servant Leadership:** Supports team needs and builds trust through action.
- **Situational Awareness:** Can assess what's happening quickly and respond with good judgment.
- **Team Leadership:** Can direct, motivate, and resolve issues while remaining fair and respectful, resolves conflict.
- **Execution Focused:** Gets things done the right way, even in high-pressure.

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 Shift Leader plays a critical role in managing day-to-day operations and maintaining a positive and productive work environment. 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: Creates a welcoming environment with high enthusiasm and optimism.

3. What does 'positive energy' look like in a restaurant setting? How do you personally bring that to work?
4. Share an example of how you helped boost team morale during a tough shift.

ACCOUNTABILITY: Takes ownership of shift results, team performance, and guest satisfaction.

5. Describe a time when something went wrong during your shift. How did you take ownership and fix it?
6. Have you ever worked on a team where someone wasn't pulling their weight? How did you handle the situation?

RECOGNITION: Encourages others and celebrates team wins and personal progress.

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 team needs and builds trust through action.

8. What does it mean to lead by example? Give an example of when you did this on the job.

LEADERSHIP & SHIFT EXECUTION:

9. Tell me about a time you led a shift that was short-staffed or especially busy. How did you manage it?
10. How do you ensure your team stays focused and on task during a rush?

JUDGMENT & PROBLEM SOLVING:

11. Two team members aren't getting along during a shift—what do you do in the moment?

12. You notice the dining room is messy during a rush. What's your approach to getting it cleaned without losing momentum?

13. How do you ensure closing (or opening) checklists and food safety tasks are fully completed under time pressure?

GUEST EXPERIENCE & COMMUNICATION:

14. How do you make sure team members know what's expected of them during a shift?

15. A guest is unhappy with their order and upset. How do you handle the situation while supporting your team and keeping the shift running smoothly?

CLOSING THE INTERVIEW:

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

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

INTERVIEW SCORECARD

(Shift Leader)

HOW TO USE THE INTERVIEW SCORECARD: This Interview Matrix 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 & Shift Execution:	
Judgement & Problem Solving:	
Guest Experience & Communication:	
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 a 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.